

**Consumer-focused,
evidence-based and
useful: making a
difference for
transport users**

**Transport Focus
Work Plan 2017-18**



**April 2017
Draft V11 07/03**

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1. How does Transport Focus make a difference?

What is Transport Focus?

We are the independent, statutory, consumer watchdog for Britain's rail passengers, bus, coach and tram passengers in England (outside London) and all users of England's motorways and major 'A' roads – the Strategic Road Network ('SRN'). Transport Focus's statutory roots go back nearly 70 years.

We have offices in London and Manchester and we have peripatetic workers and non-executive board members spread across Great Britain. The Scottish Government, Welsh Government and the London Assembly each appoint one member, with other members appointed by the Secretary of State for Transport.

Devolution

All of our work is of use to governments and the transport industry across Great Britain to help shape services to better meet user needs. However, continued devolution to Scotland and Wales, the rise of Transport for the North and other devolved organisations, will have a growing effect on where and how we work. We have therefore set out detailed specific work in particular countries or regions only where it is focused on one area or funded by third parties in those areas.

Our Approach

Transport Focus is a consumer organisation. We aim to be useful to those who make decisions about transport to help them make better decisions. We use evidence to drive change and make a difference.

Our approach:

- Transport Focus strives to give all transport users as powerful a voice as those that provide transport services and we listen to those users in a variety of ways
- We influence major decisions, using evidence to back up our arguments
- We make a difference, we get things changed, we make things better for the user

We do this in a number of ways:

- We talk to transport users about current services. We manage four annual 'tracker' surveys: the National Rail Passenger Survey, Bus Passenger Survey, National Road User Survey and Tram Passenger Survey. These provide unique, high-quality, benchmarked comparative data on performance which drive change and form the basis and measurement of improvement action plans. From this work, which involves over 116,000 transport users every year, we can also understand what is driving satisfaction and dissatisfaction: performance is key

- Trust in various industries is an increasingly important issue. We find out if passengers trust the rail and bus industries and, if not, why. Again, this provides invaluable material to help build improvements
- The user voice, especially in essentially monopolistic industries, is vital when welcome long-term investment plans are considered. Boosting the user voice will mean the investment is more likely to meet user needs, be noticed and be appreciated
- We do in-depth work in areas where we can make a difference and where our initial work indicates there are problems. For example, information during and handling of planned and unplanned disruption, fares and ticketing and areas of poor performance. Often this involves fresh insight work and we talk to around 60,000 more transport users this way. Again the aim is to make services better
- Much of this work is long-term. Change can take years to secure. Many work themes in this Workplan have appeared in previous ones and some will appear in subsequent work plans
- We work with bus and train companies, Network Rail, Highways England and local and national government to improve service, particularly where performance is suffering. We do this with a mixture of research insight, user-group engagement, active advocacy, speaking at events and media work
- We help over rail passengers with complaints where they become deadlocked with train companies. Last year we helped over 5,000 and we achieved over 70% passenger satisfaction with the way we dealt with their complaint. Through this process we drive improvements in train companies complaints handling procedures and drive change in service provision which benefit passengers
- We aim to have an energetic, clear and effective presence in the media on behalf of transport users. Users should know they have a watchdog sticking up for them and the media can be helpful in re-enforcing messages and the need for change
- We propose to hold a small number of public meetings around the country to focus on particular performance or other issues. These might centre on complaints handling problems, rail, bus or road performance or to help passenger input to rail franchise replacement. For example, we plan to hold a meeting in Wales focusing on the forthcoming franchise replacement. These meetings will supplement our regular public board meetings and help ensure that those who provide transport services are held to account in public and hear the user voice

2. New developments

We are travelling in different ways

Our research shows that transport users' main need is for reliable, consistent performance from the public transport services and roads they use. The population is rising, the number of working people increasing and the economy growing. We are also changing the way we travel: more rail and road use, less bus use. As a result the number of rail passengers and the volume of road traffic (particularly van deliveries) is rising fast.

This places strains on transport networks and their ability to perform reliably. This is often exacerbated when works, designed to improve network performance, cause more short-term disruption. On the railways these issues have been exacerbated even further by industrial action.

A trend of decline in bus use seems established as congestion saps reliability, demand for Uber-style services grows and local authority funding pressures can lead to reductions in the level of bus services.

Now that we represent users of road and other forms of transport we want to start stitching together what we know to help inform debates about the end-to-end user experience whichever forms of transport are used. We can then better understand why people make certain choices and help them make more informed choices in future.

New Insights

We are piloting a new online road user survey. If the pilot is successful the new survey will provide much better quality feedback from SRN users than it is possible to gather at present.

We firmly believe this new survey will change the way that governments and those running our roads view the user experience.

Those taking part will have the opportunity to join our Transport User Panel. The new Transport User Panel is made up of respondents to our rail, bus, tram and road surveys who have indicated a desire to be more involved in our work. The on line Panel has already allowed us to get quick feedback on issues such as staffing on Northern Rail services, awareness of the MerseyRail Wirral Tunnel closures and other issues. We are getting a very strong response rate from users and hope to develop the panel further. We will be able to use this as a sounding board to test out user attitudes to potential changes to signs, road layouts, information and other important user issues.

We want to lead the debate about how transport user satisfaction is gathered as we and others develop more digital and innovative ways of gathering satisfaction data. As flagged up elsewhere in this report we are developing the new Strategic Roads User Survey and asking questions through others apps and information sources. We want to hold a conference to gather views and ideas from other sectors.

We hope to bring in best practice from others sectors. We will hold this conference in conjunction with a partner organisation.

West Coast Partnership and HS2

The process of finding an operator to run the existing West Coast services but also shape, set up and then operate the new HS2 services from 2026, has started. This project has the potential to not only transform some journeys but also to reset the tone for the whole railway network. As HS2 edges closer to reality we hope to become more closely engaged to help all involved focus on the most important stakeholder: the passenger.

Also, we want to ensure that the massive building works needed to make all this a reality do not totally alienate passengers. This work will draw on everything we know, including our growing knowledge about the door-to-door experience and our existing HS2 Customer Community. We will look for funding from HS2 and DfT for this new level and intensity of work.

Free, binding, independent dispute resolution for rail passengers

This year will see the launch of a major new initiative by Transport Focus, London TravelWatch and the Rail Delivery Group (RDG), the rail industry trade association. A new dispute resolution scheme is being set up and, for the first time, passengers whose complaints cannot be resolved despite our intervention will be offered a new option. This new scheme will build on current industry complaint handling processes and the existing resolution services offered by the watchdogs.

The new dispute resolution scheme will offer those passengers whose cases are eligible, free (to the passenger), binding (on the industry) and independent dispute resolution. This new initiative may have a dramatic impact on how and when complaints are dealt with. The number of complaints and consequent dispute resolution numbers may well fluctuate and will be hard to predict in the early period of the scheme's operation. The financial incentive on train companies to avoid complaints going to dispute resolution and the ongoing welcome spread of Delay Repay schemes may limit numbers. However, the very existence of such a scheme may provoke higher complaints levels to start with.

Both the industry and the watchdogs are keen to build in high-quality reporting and information about the whole complaints resolution process from the beginning. As a result best practice in complaints handling can be spread, the problems better analysed and underlying issues spotted more easily.

Accessibility

It is important that the voices of all transport users are heard: those with disabilities in particular. So we plan to:

- Carry out and publish research into the experiences and needs of disabled users of England's motorways and major 'A' roads, and ensure the findings

are understood and acted on – this should lead to better information and services

- Hold our Accessibility Forum twice a year (currently focuses on rail and bus passengers, but with plans to include road users as well). This helps us understand user needs better and therefore advocate more effectively
- Liaise with the Disabled Persons Transport Advisory Committee to ensure maximum use and effect of our insight and resources
- Consult on Disabled People's Protection Policies and liaison with the Office of Rail and Road and the Rail Delivery Group on plans about Passenger Assist. Better policies should help lead to better services
- Repeat NRPS and BPS analysis of satisfaction for those with disabilities. Again this will help improve services
- Publish research into attitudes and experiences of rail passengers with a disability

3. Detailed plans

Rail passengers

We continue to carry out, modernise and publish the large-scale National Rail Passenger Survey. This survey involves more than 65,000 passengers each year, but its scope is increasing. The new Greater Anglia and ScotRail franchises mandate more frequent sampling of passenger opinion. More than a million passengers have taken part over 18 years. It is authoritative (an Official National Statistic), a powerful comparative benchmark of train company and Network Rail performance and drives a huge amount of change in its own right. The NRPS is increasingly used as a key performance measure in franchises. Adding all these things together the NRPS drives cost-effective change by amplifying and focusing the passenger voice.

Ongoing and planned rebuilding and engineering works at London Waterloo, Glasgow Queen Street and London Euston, among other places, throw up issues around performance, information during disruption and compensation. We have already helped the industry achieve major improvements in this area during recent works at Bath and Reading.

In addition, we will work to improve the quality of passenger information during unplanned disruption (funded by RDG). Our ambition is to see better information during planned and unplanned disruption and adequate compensation for passengers including the welcome spread of Delay Repay schemes.

We will continue to try to resolve complaints where passengers and train companies have become deadlocked; this year we anticipate some 5,000. Our ambition is to achieve at least 70 percent passenger satisfaction with the way we have dealt with their issue. If the passenger wishes we will efficiently pass relevant, unresolved cases on to the new dispute resolution scheme.

Longer term, the government and rail-industry planning processes for the replacement of rail franchises (a key moment to build in improvements) other regional and national planning processes and 2019-24 spending period ('Control Period 6') need to focus on passengers – now the main overall funders of the day-to-day railway in England. We will continue to provide insight and input to the upcoming East Midlands, Wales and Borders, South Eastern and West Coast Partnership rail franchise-replacement processes, plus the extension contracts for West Coast and Great Western (additional work funded by DfT). This should lead to improved, more passenger-focused franchise specifications.

Our ambition is that these plans are shaped by effective engagement with passengers to understand and reflect their needs and priorities.

Improving rail services: fares and ticketing

In 2009 we started a series of in-depth passenger studies on fares and the ticket-buying experience - including pioneering work on ticket vending machines. Years of advocacy and effort have brought about many improvements in information, the usability of vending machines and clearer choices for passengers booking longer-distance travel. Also the Government, Transport Focus and the rail industry have jointly signed up to the Fares Action Plan. This will result in many further improvements to ticketing, ticket vending machines and, in time, the fares structure itself.

In addition, we will do further work in these areas:

In-depth work with train companies and Network Rail

- Help to improve services for passengers by working with Northern, TransPennine Express and Greater Anglia. Achieve this by providing independent, evidenced-based insight and advice from the passenger perspective (work funded via the new franchises). Work with other franchisees as needed
- 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' and Network Rail). Take part in the trial Greater Western Route Management Board. All of this work should lead to better-quality services
- Work with Caledonian Sleeper to measure customer experience in new ways tailored to the unique rail sleeper experience

Fares and ticketing

- Work with the Department for Transport, bus operators and the RDG to improve ticket retailing, including use of smartcards, building on the extensive series of research projects done by Transport Focus since 2012 (further work potentially funded by RDG and the bus industry)
- Rail: Fares Forum action plan implementation (plan runs to December 2018). We are part of the steering group which should lead to dramatically improved fares and ticketing information. Our work over the last six years directly led up the formation of the Forum. This includes the piloting of pricing designed to deal with 'split ticketing' – a legal practice that undermines trust in rail fare pricing. This is something we have called for.
- Smart ticketing: We are part of: Ministerial monthly smart ticketing board (rail only); the UK Cards / transport industry contactless project (rail and bus); and are involved in projects in the Northern and Midlands regions (rail and bus). This work will help ensure effective introduction of smart ticketing

Longer-term planning

- Continue to develop the HS2 Customer Community, surveying and convening our panel and producing regular reports (funded by HS2 and ongoing since 2014) and continue to chair the HS2 internal Customer Insight Steering Group. This should lead to HS2 services being more focused on passenger needs
- Work to ensure that the passenger voice is heard in the design of new trains (work funded by train leasing companies, local authorities, manufacturers and, potentially, HS2). This should lead to improved train design
- Penalty Fares - monitoring implementation of new appeal processes. This should lead to clearer rules and more consistent implementation of rules

Improving rail services: penalty fares and unpaid fare notices

We started to see an increasing number of complaints surrounding the way rail passengers without a 'valid ticket' were being dealt with. A forgotten railcard could lead to threats of criminal prosecution and unfair administration fees: no way to treat loyal customers.

Our two reports in this area and detailed work with train companies led to improvements in processes and more consistent dealings with passengers. Finally the Government has announced major improvements to the way Penalty Fares are to be dealt with.

Result? Passengers are now dealt with more fairly when they make an honest mistake and a new independent appeals system will be set up.

Bus, coach and tram passengers

Our ambition is to help bus operators and local authorities improve passenger satisfaction with current services. This is in the context of the overall size of the bus network shrinking, mainly as a result of congestion and reductions in local authority support for services.

We aim to focus in depth on two major locations where bus passenger satisfaction is under stress from poor punctuality. We will seek to understand why these problems have occurred and will spread the lessons learnt; both the root causes and the information issued during disruption.

We will continue to carry out the Bus Passenger Survey. This large-scale survey involves over 45,000 passengers each year. Over 270,000 passengers have taken part over seven years. It provides a powerful comparative benchmark of bus company and local authority performance and continues to drive change in its own right.

We aim to establish, or build on, close working relationships in all six major conurbations in England, outside London. These are Greater Manchester, South Yorkshire, West Yorkshire, West Midlands, Tyne & Wear and Mersey. This will replicate our membership of, and work with, the West Midlands Bus Alliance and Liverpool Bus Alliance. This work has shown that the focus on passenger satisfaction helps ensure all parties agree on what improvements are needed, particularly with regard to punctuality.

We will continue to make a major input to the Bus Services Act and subsequent guidance, when, and if, it comes into force, on behalf of passengers. This will be based on our work on trust, priorities for improvement and research amongst non-users. This Act could make the most significant changes to the framework of the funding and delivery of bus services outside London for 30 years. Our ambition is to ensure that any new arrangements for franchising or improved partnerships have user needs at their core, including the effective measurement of satisfaction.

In addition, we will:

- Carry out fresh analyses of the BPS data on key aspects of the passenger experience: disability, younger people, peak performance and smarter ticketing are among the potential issues. This will allow a richer understanding of the passenger experience and in time improve services
- Carry out and publish the 2017 Tram Passenger Survey (assuming local authority and operator funding forthcoming) and use the results to pursue and boost passenger satisfaction
- Help spread the use of passenger-focused smart ticketing for bus passengers (initial work plus additional funding possibly from DfT, local authorities and operators). This will help in the launch and spread of smart ticketing schemes which should reduce barriers to bus travel and boost satisfaction
- Work to focus the industry in the design of new buses (potentially funded by industry). Better designed buses should attract more users

Improving bus services: prompting positive change with our research

We chair the West Midlands Bus Alliance, a grouping of bus operators, Transport for the West Midlands, councillors and others. The Bus Passenger Survey and its comparative findings were a spur to the formation of the group and is used as the key measure of success. We ensure the Alliance stays passenger-focused.

Result? The Bus Passenger Survey satisfaction scores for the West Midlands have improved.

Strategic Road Network (SRN) users

The welcome investment in the SRN over the next few years will result in major roadworks. We aim to ensure that users' need and priorities are put at the forefront of how these works are planned, communicated, delivered and assessed.

We aim to help Highways England develop roadwork-specific user measures to test user understanding of how and why major roadworks are being undertaken.

Our ambition is to ensure that during major projects users know about the reasons for the works, timescales and the level of disruption and are satisfied with the handling of these works.

On unplanned disruption we want to see fewer incidents, quicker clear-up times and better information. Pressing for the publication of more data by Highways England and ORR will form part of this work as accountability will be boosted.

Planning for investment from 2020-25 is now underway – the 'Road Investment Strategy 2'. We will work to provide effective user input to the development of Government investment plans for the SRN. Our ambition is that the plans are shaped by meaningful engagement with road users to understand what they want to see provided.

Improving the road user experience: reducing risk and heightening awareness

When Dart Charge replaced conventional tolling at the Dartford Crossing some drivers were experiencing problems – for example being chased for payment even though they had already paid, a particular problem when using a hire car.

We took these issues to Highways England and held meetings with them to discuss the problems and potential solutions.

Result? Changes were made to the Dart Charge website to reduce the risk that you pay for somebody else when using a hire car. We are continuing to press Highways England to make it clearer to first-time and occasional users that there is a fee and what it is.

In addition we will:

- Work with Highways England and others to ensure that the recommendations in our rest areas "Take a Break" research lead to positive change for road users
- Work with Highways England and others to ensure that the recommendations in our research into experiences during roadworks and other disruption "Incidents and roadworks" lead to positive change for road users
- Develop, undertake and publish the first Motorway Services User Survey and explore funding options for further work, with the aspiration to move towards full industry funding of future surveys. This new comparative benchmarking should drive up standards

- Carry out and publish more detailed research into users' priorities for improvement to road surfaces. Use the results of that research to drive improvements in how road surfaces are maintained and renewed
- Carry out further research to test Highways England's draft targets for the second Road Investment Strategy (RIS2) against road user opinion (planned to be funded between Transport Focus and ORR)
- Carry out additional, regional and road-specific research to help Highways England ensure that its Strategic Business Plan matches road user needs (subject to funding)
- Publish research into road users' experiences of using smart motorways, including sections of 'all-lane running'. This should lead to, among other things, better signs and information and increased user satisfaction
- Publish findings from research into lorry and coach company satisfaction with the Highways England network. This will help Highways England understand its users more and, in turn, improve services
- Carry out and publish the findings of a study into other users of the SRN; cyclists, pedestrians and equestrians' satisfaction with the Highways England network. This work will help Highways England understand these user needs more and cater for them better, again leading to increased satisfaction

Improving the road user experience: influencing policy with our research

Our research "incidents and roadworks: a road user perspective" made a number of recommendations to Highways England, including to reduce the length of sections of the SRN with lanes continuously coned-off or narrowed.

We took the findings and recommendations to Highways England, both national and regionally, to make sure as key decision makers heard and understood road users' views as possible.

Result? Early days, but Highways England has come up with a number of initiatives – shared via the Department for Transport's Motorists' Forum – in response. These include better information about the work being done; helping drivers understand how long it will take to get through the roadworks; and trials of speed limits above 50mph.

4. Understanding the needs of transport users – insight and research plan

Developing insight and research into the experiences, needs and priorities of transport users is the keystone of our work. Transport Focus is an evidence-based organisation. This year we will talk to over 168,000 transport users in the course of our work.

Our key insight activities include:

Bus passengers

- Continue enhancing the Bus Passenger Survey (funded by us, along with local authorities and bus companies)
- Prepare a BPS proposal for the Scottish and Welsh Governments and operators for further consideration (funded by government and bus companies). This work will build on the successful 2016 BPS in Scotland.

Tram passengers

- Carry out and publish the 2017 Tram Passenger Survey (funded by operators and local authorities)

Road users

- Complete the piloting of the new Strategic Roads User Survey and start full operation in early 2018. We aim to involve some 5,000 road users this year
- Carry out the existing National Roads User Satisfaction Survey, in parallel with its above-mentioned replacement, involving 2,000 road users this year
- Publish the results of the National Roads User Satisfaction Survey for 2016/17
- Publish the first Motorway Services User Survey and explore funding options for further work, with the aspiration to move towards full industry funding
- Carry out and publish more detailed research into users' priorities for improvement to road surfaces
- Carry out further research to test Highways England's draft targets for the second Road Investment Strategy (RIS2) against road user opinion (to be part funded by the ORR)
- Carry out additional, regional and road-specific research to help Highways England ensure that its Strategic Business Plan matches road user needs

- Publish research into road users' experiences of using smart motorways, including sections of 'all-lane running'
- Carry out and publish work into the experience of disabled SRN users

Rail passengers

- Continue to modernise, carry out and publish two waves of the National Rail Passenger Survey, engaging over 60,000 passengers in the process
- Conduct and publish research to inform franchise specifications (funded by DfT and Transport for Wales).

Smart ticketing

- Carry out and publish additional work on passengers and smart ticketing (funded by DfT, national governments and transport operators).

5. Transport Focus: how we work

The success of Transport Focus is underpinned by the people that are appointed to our board and those who work for us.

Board

Transport Focus currently has eight board members; the Scottish Government, Welsh Government and the London Assembly each appoints one, with other members appointed by the Secretary of State for Transport.

The board's key roles, supported by Transport Focus staff, are to:

- Set the organisation's strategy
- Agree Workplans, budgets and KPIs and oversee performance against these
- Oversee the organisation's operations, including finances, remuneration and risk assessments
- Set the policy framework, and agree lines on major policy issues facing transport matters.

Staff

We currently have some 55 staff, the majority of whom are based in offices in London and Manchester. Six staff are peripatetic. Transport Focus's staff are motivated, energetic and capable, with low turnover rates.

We will continue to ensure that we have staff who want to work at Transport Focus by:

- Working with staff to ensure they continue to get the coaching, development and leadership they need to do their jobs and to progress
- Enabling staff to see clearly 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 by maintaining 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

Transparency – being more visible, measuring and reporting performance

Communicate

- Continue to provide a useful and proactive 24-hour press office
- Publish 12 major reports and 12 e-newsletters for passengers and road users
- Gradually expand the use of social media and technology to better boost the user voice. We will do this by, for example, reconfiguring our website, webinars, interactive websites and instant messaging
- Increase access to our research and usefulness of data and explore new digital/media channels
- Aim to have all research and data open and accessible to the public

Track

We will continue to track:

- Our own financial, project management and other performance
- The number of transport users we engage with through consultation, research and our contact team
- Stakeholder views of the effectiveness of Transport Focus
- Staff attitudes

Report

- We will produce an Annual Report on our performance, activity and expenditure
- Our Board will meet in public three times a year

We will publish:

- Minutes of the Audit, Risk Assurance and Remuneration Committee
- Minutes of Board and Management Team meetings
- Monthly performance and financial reports

6. Budget and funders in 2017-2018

Funding shifts

Transport Focus is an executive non-departmental public body sponsored by the DfT with responsibility for representing the interests of transport users. The majority of our funding comes from DfT in the form of either 'core' year-to-year funding for a basic level of activities or funding for additional work, such as input to franchise replacements.

The drive in public-sector funding is to improve and modernise services as well as boosting digital delivery – we are working hard to see how we can do this. In addition, our core funding has (along with many other public-sector organisations) been significantly reduced following the Spending Review 2015.

We are already building our income from other sources, boosting our ability to make a difference as well as striving to improve value for money for the taxpayer. For example, the BPS is currently funded one third by bus operators, local authorities and us.

If you would like to discuss working with us in partnership please do get in touch. The majority of the work detailed in this Workplan is covered by DfT core funding.

As we secure more funding, additional projects will be added to this Workplan.

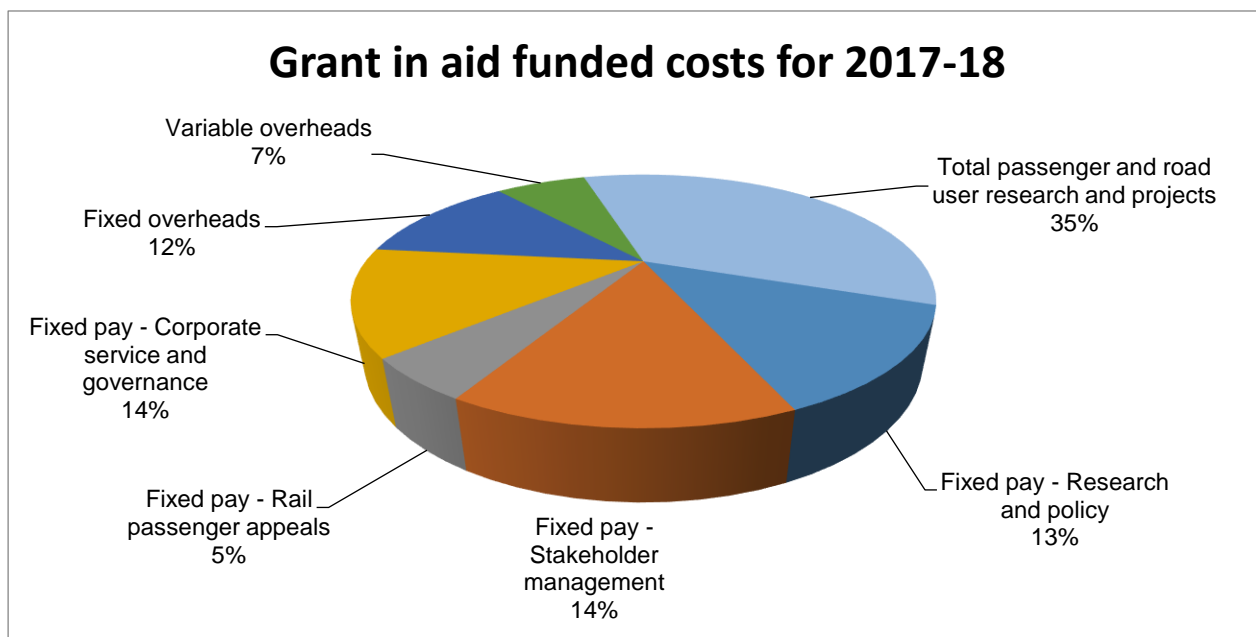
Transport Focus budget for 2017-18

Transport Focus's grant in aid funding from the Department for Transport will be £4.31 million (2016-17: £ 4.9 million) for passenger representation and £1.74 million (2016-17 : £2.20 million) for strategic road user representation.

£000's	2017-18 Budget	
	Costs fully funded by grant in aid	Costs fully funded from alternative sources
Fixed pay	2,794	428
Fixed overheads	731	104
Variable overheads	405	47
Total running costs	3,930	579
Research and other projects (net cost)		
National Rail Passenger Survey	722	
Bus Passenger Survey (net cost)	225	
Strategic Road User Survey (including new survey pilot)	652	

Road user research and projects	250	
Passenger research and projects	272	113
Total passenger and road user research and projects	2,121	113
Net operating costs	6,051	692

The activities funded from alternative sources in 2017-18 will generate £0.7 million of income and contribute £0.1 million to our overheads to reduce the grant in aid funding required.



7. Annex A

Key objectives

Taking all of the above into account and building in our knowledge of what is planned already in the transport sector we are going to focus on a number of key objectives:

Key objective one: re-enforce rail passenger rights, resolve rail passenger complaints and drive change

- Work to improve the National Rail Conditions of Travel and other train company publicity to better reflect passengers' rights
- Act on the implementation of the Consumer Rights Act 2015 by train companies
- Identify and act on issues flagged up in our complaints handling and dispute resolution work pursuing changes to industry practices, procedures and training
- Actively participate in the start-up of the new Rail Passenger Redress Scheme

Key objective two: improve bus passenger services

- Carry out, publish and present the 2017 Bus Passenger Survey, covering as much of England as possible
- The BPS has led and will lead to improvements in the quality of bus passenger services

Key objective three: improve the driver experience

- Launch the new Strategic Road User Survey and publish first results
- This comparative data will enable Highways England and their contractors to improve the quality of the roads, information and services they provide

Key objective four: help better informed decision-making by government and transport providers

- Ensure the user voice is clearly heard in debates about road and rail long-term planning and investment choices. Among other things this will include: five-year spending reviews, rail franchise replacement, road and rail route strategies and the new Network Rail Route Supervisory Boards
- This will lead to better value, more effective investment choices and planning which is likely to drive higher levels of user satisfaction

Key objective five: improve rail passenger services

- Carry out, publish and present each of wave of the National Rail Passenger Survey
- Results used to achieve improvements in service provision

Key objective six: boost Transport Focus's ability to make a difference

- Modernise, carry out and act on the results of the 2017 Transport Focus Stakeholder Attitude Survey
- Carry out and act on the results of the 2017 Transport Focus Staff Attitude Survey

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