

Workplan report

Full report – 2016/17

Updated: 25/04/2017



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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. ITT for new contract issued in July. Contract now awarded to CIE.	DFT has now provided NRTS data meaning we can compare NR footfall data and selected TOC gateline data to evaluate whether the dates NRTS data remains a valid basis for sampling/weighting. The dft have asked us to prepare proposals for amore frequent NPRS. Due with them 10 March.	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	Final number of responses is 46,530 of which 37,100 are in England and 9,430 are in Scotland. Survey coverage in Scotland is better than in 2014, as we included 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. We took the results out to the major groups and to local authorities and operators across both England and Scotland, prior to the launch event/publication in Liverpool on 22 March. Launch event at Merseytravel was a success, with stakeholders from operators and authorities in attendance, as well as journalists from trade publications. We covered the headlines from the survey and were then followed by representatives from the Liverpool City Region Bus Alliance, who discussed their aims, objectives and achievements to date. Positive feedback from the audience on the day and some good coverage in trade press. A short, summary of key findings report was printed for the event, while the full report went live on our website for people to download. Met UTG research group on 19 Jan and the major bus groups at CPT "Bus Commission" on 26 January to discuss options for developments and funding BPS in 2017-18 and beyond.	Data explorer online tool is being checked prior to release (anticipated w/c 3 April). Verbatim comments and data files to be prepared ready to share with stakeholders during w/c 3 April. Follow-ups to Group level operator sessions to be carried out. Methodology report draft to be checked and finalised. Trust question to be analysed and reported separately in the summer.	Response levels to the online survey remain challenging, despite improvements to the online survey experience. Recruiting required number of respondents per shift proved difficult in some areas (e.g. Manchester) leading to additional shifts being booked and an extension to the fieldwork period in England. Lack of formal response from Welsh government meant it was too late to include in the current survey, although could be run at a later date.	DS	Some concerns
K03	Successfully pilot the Strategic Roads User Survey	DVLA have engaged well with us over the sample required for the pilot to run, however an IT issue arose at DVLA - see next box. Stakeholder buy-in to 'one road' achieved, although DFT have requested and agreed to pay for piloting of 'whole SRN journey' as well as 'one road' within the Plan B element. Questionnaire and associated map all now ready for the pilot to start. Apart from the IT issue, arrangements are in place with DVLA (Plan A) and TNS (Plan B). We used the time before DVLA was ready to test the questionnaire further using our Transport User Panel, board members, staff and other stakeholders.	DVLA IT issue will delay start of piloting until 6 March 2017, almost certainly delaying the start of full SRUS operation until January 2018.		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. NRE and GWR are signed up.	Recontact C3UK to discussGA pilot now that franchise has been awarded. Awaiting technical implementation with the third parties signed		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 70% overall passenger satisfaction in January, bringing us back in line with target for the month. As a result of satisfaction levels falling below target in earlier months, our average passenger satisfaction for 2016/17 just below target at 68% YTD. Resolved 384 passenger appeals in January. Our average handling time is for January was 30 days, down significantly from recent months and back below our targeted 35 working days. The top comments raised by passengers for appeal cases resolved in January related to complaints handling, train service performance and fares, retailing and refunds.	The number of incoming cases continued to increase in December and January in line with the consistent upward trend we have been seeing for approximately 5 months. We continue to monitor for recurring trends. In addition, KO is providing a monthly update to DFT and ORR colleagues outlining triggers causing complaints for the top 3 operators and what work TF is doing to resolve. As at 22 February, we have 1086 active appeals. The TOC that is generating the most complaints at present is GWR with 370 active appeals as of 22 February. The majority of these appeals have been caused by a lack of response from GWR. GWR's MD who will be joining our upcoming public board meeting. We have back-filled the vacant permanent SPTA role in the team and have recruited two temporary SPTAs to help us with the increased case numbers. Both temporary SPTAs will be with us until at least 31 March 2017.	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. We have been carrying out bi-monthly case reviews with VTWC's Customer Relations management team and are meeting Head of Customer Relations to discuss appeal handling processes.	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.	Stakeholder survey currently underway. Preliminary findings to be presented at March Awayday.		ALL	On Track
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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>Published rail delays and compensation report (November 2016).</p> <p>Qualitative Research findings from Waterloo shared with stakeholders; benchmarking quantitative survey now in field. Small scale exercise undertaken using Transport User Panel to measure Merseyrail passenger awareness of and attitudes towards Wirral Loop line closure in Liverpool.</p>	<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. First wave of quantitative tracking survey ran in December.</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 - continuing to press for improvements in their revenue protection policy and how passengers are handled - exploring potential for a penalty fares trial - working to improve passenger information during disruption; working with Cardiff Area Signalling Renewal steering group, ahead of Cardiff main line closure over Christmas (24 Dec-3 Jan) <p>Providing input of passenger priorities to BTP policing plans:</p> <ul style="list-style-type: none"> - through engagement with Chief officer team and BTPA - through discussion at regional policing meetings - Pennine, West Midlands, Wales and Western regions - through response to BTP consultation following crime review - through Urban Transport Group safety & security task group <p>Southern/south east quadrant:</p> <ul style="list-style-type: none"> -considerable media coverage following the 'temporary timetable', delays and industrial action -launched a 'travel diary app' , results published -updates (at one stage daily) on our website -continuing to raise concerns with the industry -Meeting with the chair of the GTR/Network Rail Alliance -additional research (boost of NRPS and our panel) - on views on passengers published -Monthly phone conference with the Minister -Announcement that season ticket holders on Southern will get up to 1 months travel as compensation -Comments submitted on GTR's December 2018 timetable -Transport Panel survey on the impact of the strike published 		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 and TPE through various meetings held with senior and key posts at both TOCs. To date we have fed in passenger perspective on issues including their first part-refurbished train, ran industry workshop to deliver action plan including both TOCs, Network Rail and local user group to review passenger experience of engineering works around Manchester over Christmas and New Year in addition to input on new TVMs for both TOCs, presentations of deeper analysis of recent NRPS results to focus attention of local management teams on key measures and input at senior team meetings on issues around customer service improvements.	Also met with Rail North to discuss how Transport Focus can provide additional analysis from NRPS and other passenger insight work. Will focus on key areas for following year on issues such as new/refurbished rolling stock, introduction of TVMs at stations, station improvement fund opportunities, passenger information during disruption, customer service improvement initiatives and impact on passengers of major engineering works across the north of England.		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 Rail Delivery Group (formerly ATOC) to improve the quality of passenger information, in particular during disruption (funded by RDG)	We now sit on the new RDG's new Customer Experience During Disruption (CXDD) Programme Board, which will incorporate the existing PIDD programme but broaden it. Attended first meeting and helping shape what will be in the Programme. Continuing to work with the National Rail Communication Centre and individual train companies to help them improve the quality of messaging during disruption, including GTR strike information. Continuing to engage with Network Rail, and train companies, around timetable information for engineering work not being accurate 12 weeks ahead. Link to XXX, work under way involving us, RDG and ZipAbout to trial use of our proposed API via the National Rail Enquiries App.	Through our membership of the CXDD programme board we will continue to press for action to tackle underlying issues, as well as 'quick wins'. Discussions underway with RDG about whether they wish to extend funding beyond 31 March for us to continue working to improve passenger information.			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		Covered within item C04 re the 'Action Plan'. RDG also part of smart ticketing working groups (see D09 and D10)			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	Report published January 2017 and distributed to key stakeholders				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)	Report published December 2016 and distributed to key stakeholders	Stakeholder launch event held in January 2017 in Dover			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	Report published 16 November 2016. Successful launch event at Highways UK conference in Birmingham. Report distributed widely. Programme of findings 'sales' events being undertaken.	Accompanied journey video being prepared			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	Joint working agreement with Highways England signed (50/50 project). Research agency Future Thinking appointed.	Fieldwork March 2017			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 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	Published December 2016. Pleased to secure an introduction from Mel Clarke, customer director at Highways England				GD	On Track
	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	Established formal representation on Board of Liverpool City Region Bus Alliance launched in Jan 2017. BPS (alongside our other work) being used as key measures 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. Through work of team in presenting 2016 BPS results through February and March 2017 to many local authorities we will use opportunity to influence longer term commitment to action plans to improve local services for passengers.	Ongoing work through the likes of Liverpool City Region and Transport for West Midlands authorities to use BPS results in development of their bus "alliancing" work. Work starts in early January to survey existing BPS partner organisations (authorities and operators) to understand several factors including how they used 2015/16 BPS results within their businesses. Results from this survey work is influencing our current work on the latest 2016 BPS results and how we use these results to drive performance improvements across authority areas for passengers.		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. Our latest updated report on the consultation toolkit was published in February 2017 and shared extensively with industry contacts and key stakeholder networks.	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. Updated the bus consultation toolkit to reflect best practice (incorporating the DRT work) and work published in February 2017.	Ensure we make authorities aware this year ahead of budget decisions for 2017-18 .	DS	On Track
Tram users						
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. Fieldwork was completed in December. SPSS data file delivered to TFGM in February.	Need to start early discussions with industry about the future shape of TPS for 2017. Finalising new infographics pages with research agency. Still working with research agency on a draft Trust Report outline. Reporting outputs were received later than scheduled and are now being checked and amendments fed back to agency. Final versions should be available w/c 3 April. Need to decide on publication date, now after purdah period. Feedback sessions to be set up with networks to go through their results during April (we have taken a draft report to Blackpool alongside BPS in early March). Possibility of discussing results at an All Party Parliamentary Light Rail Group session - Paul Rown has raised.	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). Response levels to the online survey option were lower than we would have liked, despite the work done to improve the online survey experience and recruitment process. Some networks/lines may fall just short of target due to reduced recruitment/response rates this year.	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	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 Document prepare setting out views on what passengers would want to see in a bus franchise or other local partnership type arrangements. Met with DfT in late December to get a better sense of legislative timetable and to work out how we help with their drafting process for Bill guidance. Consultation document launched by DfT in late Feb 2017 on Bus Services Bill provision. Deadline for submission late March 2017. Work started on our response.	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. Published report on smart ticketing in Brighton	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)	<p>Submission and attendance at Transport Select Committee on the 'Passenger Experience'.</p> <p>Submission to ORR on PR18 initial consultation</p> <p>Published report showing the benefits (in terms of satisfaction) from investment in larger stations. Presented at RDG station event</p> <p>Non Workplan Items on passenger rights (no obvious place to put them):</p> <ul style="list-style-type: none"> -Submission to BIS on improving the consumer landscape -submission to House of Lords on Consumer Rights Act -published briefing on the potential impact of the Consumer Rights Act -attended roundtable with ORR and TOCs on implementing the CRA -attended ORR industry discussion on the impact of the CRA <p>Responded to Welsh Assembly request for input to scrutiny committee five-year programme, with priority areas for transport.</p>	<p>Developing proposals to identify best ways of boosting the passenger voice. Discussions had with RDG, DfT and Network Rail. Press/Media activity over the Sec State's announcement about boosting integration of track and train (6 December). Continuing to push the use of right-time performance metrics in monitoring.</p> <p>Connecting with Welsh Government and National Assembly:</p> <ul style="list-style-type: none"> - 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 - working with Assembly Research team to scope Committee inquiry into rail franchise in the new year, supporting outreach to user groups and providing evidence to the inquiry <p>Passenger Rights</p> <p>DfT has published its (long awaited) response on Penalty Fares. This followed our Ticket to Ride publications which set out many of the problems experienced by passengers. Govt has accepted our arguments and, in particular, will improve access to an independent appeal mechanism.</p>	Any expansion of activities requires funding.	MH	On Track
C04	Help revolutionise and modernise rail ticketing (initial work with further possible funding from RDG)	<p>Published 'Rail Delays and Compensation' research</p> <p>DfT announced DR15 (enhanced compensation scheme)</p> <p>Published Smart ticketing reports on contactless payments and smart ticketing in the North</p> <p>Produced 'fares tables' showing examples of the January 2017 increase in rail fares</p> <p>Fares and Ticketing Action Plan published on 13 December</p>	<p>Part of the working group (with DfT, ORR, RDG and Which?) looking at improvements to rail fares and ticketing. Action Plan published on 13 December which included several of our long standing aspirations. The group will now continue to meet to monitor improvements</p> <p>Part of an industry wide working group looking at contactless payments within the rail and bus industry.</p> <p>Part of Ministers Smart Ticketing Delivery Board (first meeting attended - second due in February)</p>		MH	Some concerns
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>March 2017 year end summary</p> <p>A further positive and successful year of franchise activity! Despite a mid-year change in the team, we continued to deliver, providing well-regarded and effective input into a fast moving programme of franchise competitions and the Cross Country direct award. We refined and streamlined our approach to franchise input by producing the policy compendium. We led joint work with DfT and ORR and delivered new compensation research which fed into ministerial policy. Working with colleagues we also progressed research projects, consultation responses and submissions for live competitions and related franchise inquiries. The passenger perspective was reflected strongly in ITTs and franchise agreement requirements, including nrps and other quality target regimes. The DfT quality review recognised the value of NRPS and provides potential opportunities for future developments.</p> <p>We had a presence and profile at key events in the franchise calendar. We engaged with new contacts and continued to build upon existing relationships with DfT, bidders, the wider industry and other stakeholders. We successfully handed over to Transport Team colleagues as new franchises were awarded and commenced. Two new posts were established, funded by the new operators.</p> <p>Engagement in Wales and the evolving agenda on the West Coast Partnership are particularly pleasing and we are looking forward to continuing to develop these elements, along with wider activity over the coming year.</p>	<p>Franchise strategy</p> <ul style="list-style-type: none"> - Working with DfT on implementation of next steps following quality review. - Finalising new franchise pages for website. - Consideration of franchise budget and activity for next year. <p>Franchise competitions in progress</p> <p>Wales and Borders</p> <ul style="list-style-type: none"> - Constructive engagement with TfW, including discussion of proposed performance measures, potential role for NRPS in Service Quality regime - Conducting passenger research with debrief sessions for TfW on 10th and bidders on 26th April - Preparing consultation response due 23rd May. <p>East Midlands</p> <ul style="list-style-type: none"> - Discussions around NRPS target regime to resume following publication of latest nrps results. - Dialogue around wider franchise aspirations - Initial preparations for response to forthcoming franchise consultation - Contracted qualitative passenger research. Set up meeting 3 April with fieldwork end April/early May. <p>South Eastern</p> <ul style="list-style-type: none"> - Qualitative passenger research to be published early April. - Presentation at the Bidders Day. - Dialogue around wider franchise aspirations, nrps and service quality targets. - Preparing consultation response due 23 May. <p>West Coast Partnership and Continuation</p> <ul style="list-style-type: none"> - Dialogue around wider franchise aspirations and interim contract requirements - Discussions about how to mitigate impact of building works at Euston and along HS2 route on passengers. <p>Great Western and Cross Country</p> <ul style="list-style-type: none"> - Scheduling initial meeting to discuss future franchise requirements - Cross Country research to be published in line with competition timeline. 	<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. Decisions on who should fund additional analysis to flow from this. <p>Franchise strategy</p> <ul style="list-style-type: none"> - Level of resource that can be negotiated for research for specific franchise competitions. - Ensuring budget for complementary approaches to nrps is allocated in this financial year. 	MH	Exceeding Expectations
C06	Develop the HS2 Passenger Panel, producing regular reports funded by HS2	We have chaired three hs2 Customer Insight Steering Group	Passenger panel tasks and reporting continue. In discussion about how we can support HS2 further, including discussions with the Department		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 published and publicised at a Parliamentary event	Discussions continue with Merseytravel about next wave of research. Close to commission.		DD	On Track
	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)	Transport Focus is well-placed to achieve this through our role in three DfT-led groups contributing to preparation of RIS2. RIS2 Steering Group; RIS2 Working Group; RIS2 performance specification working group	Preparing a "what do road users want" document as our key, overarching, contribution to the process	Phase 2 of the A120 project (seeking road users' views about improvements between Braintree and Colchester in Essex) currently under way	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	Report published 28 November 2016 and distributed to key stakeholders.			GD	On Track

C10	Complete and publish research into road users' experiences of using smart motorways, including sections of all lane running	Research agency Illuminas appointment	Fieldwork March 2017		GD	Some concerns
C11	Complete and publish research into driver behaviours and attitudes, including their impact on journey satisfaction and safety	Report published 18 January 2017			GD	On Track
	Coach:					
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. Work shelved for 2016-17		DS	Awaiting RAG Stat
	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) Forum Meeting held on 26 October, featured analysis of NRPS results (similar to analysis on BPS presented at April 2016 meeting) Attended ORR's Passenger Assist workshop on how to undertake Passenger Assist research Monitoring and briefing on the Supreme Court ruling on 'wheelchairs and buggies'	Continuing to comment on industry DPPP proposals Research on 'barriers to travel' (joint with DfT) is underway (expected end Mid April) Attended Network Rail 'Railway For Everyone Network Study' (February)	Additional data cuts/analysis dependent on resources and external events. Restructuring of team will impact on ability/depth of analysis	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)	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. However have secured invitation to participate in Cabinet Secretary's Bus Summit in the new year.	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
	Tram users					
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. SPSS file for TfGM due by end of Jan, delivered mid-Feb. SPSS file checked against tables in late Jan/early Feb. Feedback session held with Blackpool using a draft report alongside their BPS results in early March.	BDRC have provided more examples of graphical reporting suggestions (once we gave them example from BPS), which we are in process of finalising. Suggested content for report on the Trust question delayed until late February/March and disappointing, so we are pushing for more. Draft reports received in February / March, with timings slipping. Currently being checked and corrected. Aiming to be available w/c 3 April. Feedback sessions to be arranged with the networks, and also publication date (post-purdah).	Survey started late this year - a couple of weeks later than in 2015, due to delays getting tender process completed. Has impacted upon the booking out of fieldwork, both in terms of timing and experienced/new interviewers. Newer interviewers seem to have a lower response rate to the online survey, so may have impacted upon overall response levels. Response levels to the online survey option were lower than we would have liked, despite the work done to improve the online survey experience and recruitment process. Some networks/lines may fall slightly short of target sample. 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). Delays to reporting set-up at BDRC has impacted upon our reporting timelines.	IW	Some concerns
	Road users					
D03	Run the existing National Road User Satisfaction Survey from April 2016	The NRUSS has been running successfully for 11 months Provided summaries of results to attendees of the main road stakeholder meetings			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	Scoping research commissioned from Future Thinking			IW	Some concerns
	Rail users					
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 published January 2017.	Spring 2017 wave underway with new agency and new methodology		IW	On Track
D07	Publish research to inform franchise specifications (funded by DfT)	Published on Southeastern. See C05 for further details	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 published 17 November		Delayed publication has impacted the usefulness of the research to other stakeholders.	IW	On Track
	Smart ticketing					
D09	Publish research on transport users and smart ticketing in the North of England (funded by DfT)	published end October 2016			IW	On Track
D10	Carry out and publish additional work on passengers and smart ticketing (funding by DfT, national governments and transport operators)	ITSO using Transport User panel	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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Number of transport users we engage with through consultation, research and our contact team 				AS	On Track
	Report					
E03	<ul style="list-style-type: none"> 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 		<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

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

