Workplan report

Full report – 2017/18

Updated: 06/11/2017

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The measures detailed in this plan monitor the performance of Transport Focus in delivering its main Workplan objectives.
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	Objective	Success measures	Programme reporting	Owner	RAG
Key Objectives					
KO1	To make a difference for bus users by boosting the passenger voice in planning and decision making	Every major alliance or contract between local authorities and bus operators has: - A Transport Focus representative on the board - Bus Passenger Survey improvements as a key success measure	**Progress so far** - Transport Focus chairs the West Midlands Bus Alliance. New Alliance objectives launched 5 October with Linda McCord as Chair. Spring 2016 BPS results launched for the region in October. - Transport Focus is represented on the Board of the Liverpool City Region Bus Alliance. One year anniversary of the Liverpool City Region Alliance at end of September. Notable acheivements in first year includes a 16.2% patronage growth, £52.1M invested through joint business plan and passenger satisfaction (measured through BPS) ahead of target on overall, bus driver standards and value for money ratings. New targets for patronage and passenger satisfaction announced for coming year. - Also represented on the joint authority and operator group helping create a West Yorkshire Combined Authority (WYCA) 'Bus 18' Alliance. Operators (First and Transdev) plus WYCA have significantly boosted BPS for autumn 17 to gain a robust benchmark for the planned lauch of alliance in 2018. - Also active participation on the Bristol City Punctuality Task Force. - The Bus Passenger Survey is the key measure for all the above and supporting work groups where appropriate **Upcoming work** - Seek opportunities for representation on emerging partnerships/structures in Greater Manchester, South Yorkshire and Tyne and Wear as their local plans develop - We will ensure that passengers' views shape any changes that arise from the Bus Services Act, drawing on findings in our research on trust, priorities for improvement and among non-users - We will ensure that guidance and secondary legislation related to the Act drives maximum benefit for passengers, including around timetable and fares information - We will ensure that any franchising arrangements or partnerships have user needs at their core, including the effective measurement of satisfaction **Potential barriers to success** - Unwillingness to work with Transport Focus	DS	On Track

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KO2	To improve road users' experiences of England's major road's by making sure their voices are heard and acted on in the 2020-2025 planning processes	Road users' views and Transport Focus's work is clearly cited and referred to in the Road Investment Strategy 2 consultation document (to be published late November 2017) and in the final Strategy emerging by 2019	**Progress so far** - Our user priorities for second Road Investment Strategy (RIS) publication in June 2017 was welcomed by DfT, HE and ORR. DfT keen that there is a clear line between what we said and the eventual RIS. Well-placed to keep asking the "what about the users?" question through membership of DfT-led Steering Group, Working Group and Performance Specification Working Groups, as well as bilateral discussions with DfT, ORR and HE officials. **Upcoming work** - Continue seeking to influence the Strategic Road Network Initial Report (SRN IR) prior to finalising - Continue pressing for DfT's consultation on the SRN IR to be as widely publicised as possible among road users as well as stakeholders - Continue efforts to ensure that the Performance Specification (part of the RIS) as focused closely on user needs - Respond formally to DfT's consultation on the SRN IR **Potential barriers to success** - That, ultimately, DfT is not able for financial or other reasons to focus the RIS on road users to the extent we would wish	GD	On Track
KO3	Train performance is measured, reported and incentivised using 'right time' – building trust and transparency with passengers	- 'Right time' reporting of rail performance becomes standard - The measurement of performance used in CP6 includes 'right time' reporting	**Progress so far** - Rail Delivery Group has announced 'right time, all stations' reporting to be introduced - Network Rail now publish performance every four weeks using the new measure - Strong acknowledgement in the High Level Output Specification (HLOS) for Control Period 6 (2019-24) that 'right time' is the correct measure **Upcoming work** - Continue to advocate that ORR requires 'right time' to be included in the balanced scorecard used by every Network Rail Route in CP6 - Continue to press DfT and other commissioners to use 'right time, all stations' as the principle contractual metric used in franchise agreements **Potential barriers to success** - Industry or government unwillingness to go beyond reporting against the new measure, and align contractual and regulatory incentives with it rather than either the Public Performance Measure or 'delay minutes'.	GD	Some concer

Making a difference for today's transport user

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A1	We will continue to carry out, modernise and publish the National Rail Passenger Survey (NRPS), helping to improve services for passengers by providing independent, evidence-based insight and advice from the passenger perspective.	- Produce NRPS twice a year - We will work with every train company regarding their NRPS scores and plans for improvement, spreading best practice and probing poor performance	**Progress so far** - Spring 2017 wave carried out by new supplier and published without major problems - Main recommendations from various reviews and audits all built in - De-briefs done with 3 train companies and Western Supervisory Board **Upcoming work** - Autumn 2017 wave scheduled to be published January 2018 - New trust and emotion questions to be analysed, reported to Board and published - On-going discussions with RDG about sharing Transport Focus and TOC NRPS activities **Potential barriers to success** Lack of appetite from RDG or TOCs to share resources	IW/GD/DS	On Track
A2	We will continue to try to resolve complaints where passengers and train companies have become deadlocked, and to address other issues raised by passengers	- We will advocate in around 5,000 cases - We will achieve at least 70 per cent passenger satisfaction with the way we have dealt with their issue - We will pass relevant, unresolved cases efficiently to the new Rail Passenger Ombudsman if introduced within 2017/18	**Progress so far** - As at 2 November, 3560 cases received, 2421 closed (excluding not pursued) - 63% MAA passenger satisfaction (October 2017) with way we dealt with case - Working on plan to reduce active caseload to 500 by end of 2017 to be prepared for introduction of ombudsman. Making progress so far. However, two SPTAs being on long-term sick leave has hindered progress slightly - remaining team members have had to pick up their cases. - Additional capacity added to team during September to address caseload and further resource added in October to help manage transition planning for Ombudsman and keep up momentum on drive to 500 cases **Upcoming work** - 2542 more cases expected by year end (based on received to date) - Significant planning focused what we need to change to work with new Ombudsman scheme - Working on **Potential barriers to success** - Larger than expected increase in incoming cases - Continued SPTA absence	DS	Some concerns
A3	Improve the quality of bus services	- Carry out and publish Autumn 2017 BPS wave across GB	**Progress so far** - BPS taking place for first time across GB - BPS in Wales attracted 50/50 funding from operators and Welsh Government for first time since 2010 **Upcoming work** - Surveying September to December 2017. Planned response of 48,500 across GB - Publish March 2018 in England and later in spring for Wales and Scotland to maximise opportunities **Potential barriers to success** - None identified as present	DS	On Track

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A4	We will help drive improvement by measuring satisfaction among users of England's strategic roads while we develop a new, robust survey	- Delivery against the workplan commitments listed in the column to the right	**Progress so far** - We will publish the 2016/17 National Road User's Satisfaction Survey (NRUSS) results **- published 7 July 2017** - We will carry out the NRUSS in 2017/18 and share the results with Highways England, the Office of Rail and Road (ORR) and Department for Transport (DfT) each month **- ongoing, all working well** - We will develop the new Strategic Roads User Survey (SRUS) which will replace NRUSS as the official measure of satisfaction with journeys on the SRN **- invitation to tender for deliver of SRUS from 1 April 2018 issued 1 November 2017** - We will carry out and publish our first survey of satisfaction with the SRN among logistics sector and coach company managers **- in discussion with trade associations in the logistics and coach sector, invitation to tender will follow** - We will continue to develop our approach to assessing satisfaction among cyclists, pedestrians and equestrians who use or cross the SRN, publishing our initial research **- invitation to tender for delivery of pilot to be issued November 2017, subject to Management Team approval.** **Upcoming work** Continue SRUS mobilisation, development of logistics/coach managers' survey and issue tender for cyclists, pedestrians and equestrians study **Potential barriers to success** - While SRUS is on target, the timescale remains tight for 1 April 2018 - Any delay in establishing the source of respondents for the logistics and coach managers' survey will make delivery by 31 March 2018 tight	GD	Some concerns

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B1	Improving user experiences during major engineering and roadworks	- Tangible evidence that Highways England is involving Transport Focus and passengers in planning, measuring and reviewing road user communications before, during and after major roadworks - Tangible evidence train companies and Network Rail involving Transport Focus and passengers in planning, measuring and reviewing passenger communications before, during and after major engineering works	**Progress so far** - publish research into passenger awareness of major engineering works taking place this year at London Waterloo, carried out in partnership with Network Rail and South West Trains **- report published 2 November 2017** - publish research into passengers' experiences and needs during engineering work, carried out in partnership with Great Western Railway and Northern **- report published 26 October 2017** - publish a distillation of the key findings from research at Bath, London Waterloo and on Mersey side highlighting 'do and don't' messages when it comes to communicating with passengers **- Quarter 4 project** - explore opportunities for new research to inform major engineering works at Derby and London Euston in coming years **- re. Derby, joint project with industry underway; re. Euston, discussions with industry ongoing** - press Highways England to improve the accuracy and usefulness of scheduled roadworks information **- discusssions ongoing with Highways England** - track progress in addressing the recommendations in our Incidents and Roadworks research **- meeting Highways England 20 November, ahead of their responding formally to our recommendations** **ALSO**, carried out and published report into major engineering works at Liverpool Lime Street station **- published 25 October 2017** **Upcoming work** - Deliver the Derby research project - Investigating industry compliance with T-12 timetable commitments in light of a number of problems identified **Potential barriers to success** - The rail industry and/or Highways England are unwilling or unable to implement our recommendations	GD	On Track

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B2	Boost the user voice in long-term decision making about rail services	- We will provide insight and advice to inform the upcoming East Midlands, Wales and Borders, South Eastern, Cross Country, Great Western and West Coast Partnership rail franchise replacement processes, as a result of supplementary funding from DfT and Transport for Wales - Franchises will be shaped by effective engagement with passengers to understand and reflect their needs and priorities - There will be a step change in how passengers' views shape long-term planning through Control Period 6 and beyond, including around the balance between project costs and disruption to passengers - We will 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 - We will find out what passengers like and dislike about the existing design of trains as well as proposals for new or refurbished trains, helping the design of more passenger-friendly train interiors	**Progress so far** Franchising: Consultations: submitted responses East Midland Trains franchise and presented at consultation events Publications: published East Midlands Trains Research Policy: helping to influence franchise specification (including NRPS targets); spoke at DFT 'industry' day. Stakeholder: developing relationships with devolved authorities and West Coast Partnership; and engaging with bidders CP6: Participating in Western Route Board (Nina Howe), East Coast Main Line board (Robert Samson) and Wales Board (David Beer) Liaising with Network Rail about attendance at other boards Research: Priorities for improvement research finalised. Initial meetings with stakeholders to feed results in planning processes HS2: Reviewed/commented on HS2 'proxy operator' position papers Latest HS2 workshop 30 September with refreshed Community Train Design: Succesful launch workshop for MerseyTravel online community in Liverpool 28th October **Upcoming work** Preparing for bid reviews for South Eastern franchise and Wales and Borders Rail Service. Organised workshop on Passenger Information During Dispruption with all franchise 'passport' holders - taking place 16 November 2017 **Potential barriers to success** CP6 and franchise activity is subject to resource constraints	MH - franch CP6 - GD HS2 - IW	On Track

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B3	We believe it is important that the voices of all transport users are heard	-We will ensure the findings ouf our research into attitudes and experiences of rail passengers with a disability and the needs of disabled road users are understood and acted on - We will coordinate and chair two meetings of Accessibility Forum to help us better understand user needs and therefore adocate more effectivley on their behalf -We will analyse satisfaction among passengers with disabilities who take part in NPRS, BPS and TPS	**Progress so far** - Research into attitudes and experiences of rail passengers with a disability **- all research completeted and initial debrief provided** - Research into experiences and needs of disabled users of England's motorways and major 'A' roads **- research agency selected, work about to start** - Research into attitudes towards transport (principally bus) among 14-19 year olds **- report being finalised** - Policy: October's Accessibility Forum held; responded on West Midlands Disabled Peoples Protection Policy; input to RSSB's Rail Accessibility Comptetition **- attending DfT's Access for All Industry Steering Group** **Upcoming work** - Responding to DfT's Accessibilty Action Plan and attending regional workshop - Attending ORR seminar outlining their research on passenger assist **Potential barriers to success**	MH	On Track

Making Transport Focus an insight and evidence hub

C1	To lead and be seen to be leading the debate about new ways of gathering user satisfaction	- We want to hold a number of seminars looking at innovative ways of gathering user satisfaction - We will widely circulate the findings from this seminar to stimulate improvement and thought - We will involve representatives from across all transport modes (including, for example, air, ferries, Eurotunnel and on-demand private hire services) and other consumer industries	**Progress so far** - Start made in identifying potential sponsors **Upcoming work** Further discusson to be had with Heathrow after encouraging initial reaction **Potential barriers to success** - Lack of partner - resourcing	IW	Some concerns

Too early to say | Target hit | Target missed

		Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Notes
Passenger Team																
PAS1	Passengers satisfied with the service they receive	>70%	N/A	67%	53%	52%	70%	64%	70%						63%	Please note that survey was deactivated due to system issues in April, reinstated in May and then malfunctioned in June. Has now been fixed. Continued high appeal numbers have resulted in slower responses from the team which has driven dissatisfaction. New staff taken on to mitigate this. However, two staff members currently on unexpected sick leave.
PAS2	Passenger evaluation forms returned	>20%	N/A	34%	4%	33%	24%	35%	26%						26%	
PAS3	Calls to Ventrica are answered within 20 seconds	>85%	85%	87%	75%	90%	93%	83%	84%						85%	
PAS4	Appeals acknowledged within five working days	>90%	88%	91%	90%	87%	91%	90%	92%						90%	
PAS5	Appeals closed within 35 working days	>75%	60%	63%	77%	75%	73%	59%	65%						67%	
PAS6	Enquiries closed within 35 working days	>90%	91%	90%	84%	82%	93%	81%	70%						84%	
PAS7	Complaints about Transport Focus	<01%	0.20%	1.17%	1.29%	0.60%	0.73%	0.30%	0.15%						0.63%	
Resources Team																
RES1	Finance - Expenditure within 5% of budget	<05%	9.4%	6.3%	-1.4%	-0.4%	-6.8%	1.2%							1.4%	The variance against budget is largely as a result of lower staff, travel and subsistences and call centre costs offset by higher external support costs because assumptions used for the budgets are not in line with the actual expenditure levels.
RES2	Finance - Invoices paid within 30 days	>95%	100%	99%	99%	93%	96%	94%							97%	22 invoices out of 742 were paid after the 30 day target. The average payment period was 16.9 days
RES3	Expenses – Aim to pay expenses within 10 working days, and maintain an average expenses payment period of less than 7 working days	7 days	3.1	11.7	7.7	6.6	10.0	6.3							6.7	13 expense claims out of 111 were paid later than the 10 working day target.
RES4	Unplanned absence	<3.4%	4.5%	2.8%	2.5%	1.5%	3.4%	4.90%							3.20%	After adjusting for long term sick absence the year to date figure is 1.4%. Long term sick absence is being actively managed
Chief Executive's Team																

CEO1	Papers circulated five w/days before meetings	>90%	100%	50%	0%	0%	0%	100%	100%						50%	
CEO2	Minutes sent to Chairs within ten w/days	>90%	100%	100%	67%	33%	0%	50%	50%						57%	
CEO3	Minutes agreed with no substantive amends	>90%	100%	100%	67%	67%	0%	50%	50%						64%	
CEO4	Three day turnaround for Members' expenses	>80%	100%	100%	100%	83%	100%	100%	100%						94%	
CEO5	Upheld compliance incidents	0	0	0	0	0	0	0	0						0%	