

# Workplan report

Full report – 2017/18

Updated: 06/03/2018



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



	Objective	Success measures	Programme reporting	Owner	RAG
<b>Key Objectives</b>					
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	<p><b>Progress so far</b></p> <ul style="list-style-type: none"> <li>- Transport Focus chairs the West Midlands Bus Alliance. New Alliance objectives launched 5 October with Linda McCord as Chair. Spring 2017 BPS results launched for the region in October.</li> <li>- Transport Focus is represented on the Board of the Liverpool City Region Bus Alliance. Notable achievements in first year includes a 16.2% patronage growth, £52.1M invested through joint business plan and improved passenger satisfaction as measured through BPS on overall journey, bus driver standards and value for money ratings. New targets for patronage and passenger satisfaction announced for coming year.</li> <li>- Also represented on the joint authority and operator group helping create a West Yorkshire Combined Authority (WYCA) 'Bus 18' Alliance. Shared our new "young people and bus" research in December 2017 which helped focus the partnership on delivering improved fare package for 16-18 year olds.</li> <li>- We also play an active participation on the Bristol City Punctuality Task Force and are having an influence on various working groups including the Bristol Transport Plan, Congestion Task Group and in January will be reinforcing bus passengers priorities and the value of bus lanes.</li> <li>- The 2017 Bus Passenger Survey will be a key measure for all the above and supporting work groups where appropriate. Results to be published on 15 March 2018 which will lead to a significant programme of work with authorities and operators locally to ensure they understand the results and identify action plans for improvements</li> </ul> <p><b>Upcoming work</b></p> <ul style="list-style-type: none"> <li>- Seek opportunities for representation on emerging partnerships/structures in Greater Manchester, South Yorkshire and Tyne and Wear as their local plans develop</li> <li>- 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</li> <li>- We will ensure that guidance and secondary legislation related to the Act drives maximum benefit for passengers, including around timetable and fares information</li> <li>- We will ensure that any franchising arrangements or partnerships have user needs at their core, including the effective measurement of satisfaction</li> </ul> <p><b>Potential barriers to success</b></p> <ul style="list-style-type: none"> <li>- Unwillingness to work with Transport Focus</li> </ul>	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	<p><b>Progress so far</b></p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- We are 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.</li> <li>- In February 2018 we respond formally to DfT's consultation on Highways England's Initial Report</li> </ul> <p><b>Upcoming work</b></p> <ul style="list-style-type: none"> <li>- Until finalisation of the Initial Report a key focus has been seeking to influence Highways England regarding the content of that document. Now that the Initial Report is published, our focus of influence becomes DfT and what it purchases from Highways England from 2020 to 2025 - which will be set out in the Road Investment Strategy itself.</li> <li>- To that end, we will have ongoing engagement with DfT officials in the coming months.</li> <li>- We will continue efforts to ensure the Performance Specification (part of the RIS) as focused closely on user needs</li> </ul> <p><b>Potential barriers to success</b></p> <ul style="list-style-type: none"> <li>- That, ultimately, DfT is not able for financial or other reasons to focus the RIS on road users to the extent we would wish</li> </ul>	GD	On Track

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KO3	Train performance is measured, reported and incentivised using 'right time' – building trust and transparency with passengers	<ul style="list-style-type: none"> <li>- 'Right time' reporting of rail performance becomes standard</li> <li>- The measurement of performance used in CP6 includes 'right time' reporting</li> </ul>	<p><b>Progress so far</b></p> <ul style="list-style-type: none"> <li>- Rail Delivery Group has announced 'right time, all stations' reporting to be introduced</li> <li>- Network Rail now publish performance every four weeks using the new measure</li> <li>- Strong acknowledgement in the High Level Output Specification (HLOS) for Control Period 6 (2019-24) that 'right time' is the correct measure</li> <li>- GD spoke at RDG Periodic Review 2018 working group on 13 December 2017 emphasising our strong view that 'right time, all stations' should be included in all Network Rail route scorecards</li> </ul> <p><b>Upcoming work</b></p> <ul style="list-style-type: none"> <li>- Continue to advocate that ORR requires 'right time' to be included in the balanced scorecard used by every Network Rail Route in CP6</li> <li>- Continue to press DfT and other commissioners to use 'right time, all stations' as the principle contractual metric used in franchise agreements</li> </ul> <p><b>Potential barriers to success</b></p> <ul style="list-style-type: none"> <li>- Industry or government unwillingness to go beyond reporting against the new measure and align contractual and regulatory incentives with it (rather than focus incentives on either the Public Performance Measure (PPM) or 'delay minutes'). The 'measured' and 'reported' element of our objective is largely achieved, whereas the 'incentivised' requires longer-term influencing. For instance, we know that Transport Scotland is wedded to PPM. DfT, although they aspire to move to 'right time, all stations' in franchise agreements have opted for a stepping stone at 'three minutes, all stations', partly because delay is not 'attributed' (between Network Rail and a train company) below three minutes and partly because of concerns that the data is insufficiently robust to enforce an obligation in the franchise agreement.</li> </ul>	GD	Some concerns

### Making a difference for today's transport user

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.	<ul style="list-style-type: none"> <li>- Produce NRPS twice a year</li> <li>- We will work with every train company regarding their NRPS scores and plans for improvement, spreading best practice and probing poor performance</li> </ul>	<p><b>Progress so far</b></p> <ul style="list-style-type: none"> <li>- Spring 2017 wave carried out by new supplier and published without major problems</li> <li>- Main recommendations from various reviews and audits all built in</li> <li>- De-briefs done with 3 train companies and Western Supervisory Board</li> <li>- Autumn 2017 wave published 30 January 2018, debriefs being set up</li> </ul> <p><b>Upcoming work</b></p> <ul style="list-style-type: none"> <li>- New trust and emotion questions to be analysed, reported to Board and published</li> <li>- On-going discussions with RDG about sharing Transport Focus and TOC NRPS activities</li> </ul> <p><b>Potential barriers to success</b></p> <ul style="list-style-type: none"> <li>- Lack of appetite from RDG or TOCs to share resources</li> </ul>	IW/GD/DS	On Track
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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	<ul style="list-style-type: none"> <li>- We will advocate in around 5,000 cases</li> <li>- We will achieve at least 70 per cent passenger satisfaction with the way we have dealt with their issue</li> <li>- We will pass relevant, unresolved cases efficiently to the new Rail Passenger Ombudsman if introduced within 2017/18</li> </ul>	<p><b>Progress so far</b></p> <ul style="list-style-type: none"> <li>- As at 5 February 2018, 4737 cases received, 3326 closed (excluding not pursued)</li> <li>- 65% MAA passenger satisfaction (December 2017) with way we dealt with case</li> <li>- Achieved 700 active cases by Christmas. Unfortunately, this has fallen short of our 500 target. However, given unexpected absence on the team in December, this is a good result and the team continue to make good progress. Working on a revised plan to reduce active caseload to 500 by end of February 2018 to be prepared for introduction of ombudsman.</li> <li>- 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</li> </ul> <p><b>Breakdown of current active cases:</b></p> <ul style="list-style-type: none"> <li>- Awaiting response from pax/TOC - 539</li> <li>- Awaiting action from TF - 200</li> <li>- New (received less than 5WD ago) - 92</li> <li>- Ready to close - 39</li> </ul> <p><b>Upcoming work</b></p> <ul style="list-style-type: none"> <li>- 1579 more cases expected by year end (based on received to date)</li> <li>- Significant planning focused what we need to change to work with new Ombudsman scheme</li> </ul> <p><b>Potential barriers to success</b></p> <ul style="list-style-type: none"> <li>- Larger than expected increase in incoming cases</li> <li>- Continued SPTA absence</li> </ul>	DS	Some concerns
A3	Improve the quality of bus services	<ul style="list-style-type: none"> <li>- Carry out and publish Autumn 2017 BPS wave across GB</li> </ul>	<p><b>Progress so far</b></p> <ul style="list-style-type: none"> <li>- BPS took place for first time across GB</li> <li>- BPS in Wales attracted 50/50 funding from operators and Welsh Government for first time since 2010</li> </ul> <p><b>Upcoming work</b></p> <ul style="list-style-type: none"> <li>- Surveyed September to December 2017. Planned response of 48,500 across GB</li> <li>- Publishing 15 March 2018 in England and later in spring for Wales and Scotland to maximise opportunities. (Publication of results at an event planned in Reading with support of Minister and key industry stakeholders)</li> </ul> <p><b>Potential barriers to success</b></p> <ul style="list-style-type: none"> <li>- None identified as present</li> </ul>	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	<p><b>Progress so far</b></p> <ul style="list-style-type: none"> <li>- We will publish the 2016/17 National Road User's Satisfaction Survey (NRUSS) results - <b>published 7 July 2017</b></li> <li>- 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 - <b>ongoing, all working well</b></li> <li>- 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 - <b>contract successfully awarded to Kantar TNS</b></li> <li>- We will carry out and publish our first survey of satisfaction with the SRN among logistics sector and coach company managers - <b>fieldwork commenced in February 2018</b></li> <li>- 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 - <b>initial scoping research published mid January 2018, fieldwork for pilot satisfaction survey commenced February 2018.</b></li> </ul> <p><b>Upcoming work</b> Continue SRUS mobilisation, commence fieldwork for logistics/coach managers' survey and for cyclists, pedestrians and equestrians satisfaction study</p> <p><b>Potential barriers to success</b> - SRUS is proceeding smoothly, but the timescale remains tight for 1 April 2018</p>	GD	Some concerns

**Making a difference for tomorrow's transport users**

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B1	Improving user experiences during major engineering and roadworks	<ul style="list-style-type: none"> <li>- 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</li> <li>- 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</li> </ul>	<p><b>Progress so far</b></p> <ul style="list-style-type: none"> <li>- 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 - <b>wave 4 report published 2 November 2017</b></li> <li>- publish research into passengers' experiences and needs during engineering work, carried out in partnership with Great Western Railway and Northern - <b>report published 26 October 2017; workshop took place with industry players on 6 February 2018 to discuss what should be done differently in future</b></li> <li>- publish a distillation of the key findings from research at Bath, London Waterloo and on Merseyside highlighting 'do and don't' messages when it comes to communicating with passengers - <b>Quarter 4 project</b></li> <li>- explore opportunities for new research to inform major engineering works at Derby and London Euston in coming years - <b>re. Derby, fieldwork underway for joint project with industry; re. Euston, discussions with industry ongoing</b></li> <li>- press Highways England to improve the accuracy and usefulness of scheduled roadworks information - <b>regular discussions take place with Highways England; we are pressing for a trajectory for improvement</b></li> <li>- track progress in addressing the recommendations in our Incidents and Roadworks research - <b>met Highways England 20 November 2017 ahead of their responding formally to our recommendations. They still haven't and we are losing patience.</b></li> </ul> <p><b>ALSO</b></p> <ul style="list-style-type: none"> <li>- carried out and published report into major engineering works at Liverpool Lime Street station - <b>published 25 October 2017</b></li> <li>- prepared T-12 report on timetable information accuracy during engineering work and wrote to Great Western Railway and Network Rail Western Route regarding T-12 failings - <b>published documents 11 December 2017. Resulted in considerable media attention. RDG has established a working group to address - GD has met the programme manager. DfT has asked the Government Internal Audit Agency to produce a report - GD has met the auditors.</b></li> </ul> <p><b>Upcoming work</b></p> <ul style="list-style-type: none"> <li>- Distribution of passengers' experiences and needs during engineering work research report widely within the industry</li> <li>- Publication of a summary of the Waterloo engineering works research, Waves 1 to 4, is scheduled for February 2018</li> <li>- T-12 follow up work, in relation to RDG working group mentioned above</li> </ul> <p><b>Potential barriers to success</b></p> <ul style="list-style-type: none"> <li>- The rail industry and/or Highways England are unwilling or unable to implement our recommendations</li> </ul>	GD	On Track

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B2	Boost the user voice in long-term decision making about rail services	<ul style="list-style-type: none"> <li>- 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</li> <li>- Franchises will be shaped by effective engagement with passengers to understand and reflect their needs and priorities</li> <li>- 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</li> <li>- 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</li> <li>- 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</li> </ul>	<p><b>Progress so far</b></p> <p>Franchising: Held workshop on Passenger Information During Disruption with all franchise 'passport' holders - 16 November 2017 Bid reviews submitted for Wales and Borders Rail Service; preparing for reviews for South Eastern franchise Consultation launched by DfT on GWR franchise - attending/presenting at consultation events</p> <p>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</p> <p>Research: Priorities for improvement research published. Trust report - initial findings presented to stakeholders (now awaiting NRPS results)</p> <p>HS2: HS2 workshop 30 September with refreshed Community. Another confirmed in April 2018</p> <p>Train Design: Successful launch workshop for MerseyTravel online community in Liverpool 28th October. Second workshop on 10 February 2018 also went well.</p> <p>Potential barriers to success CP6 and franchise activity is subject to resource constraints</p>	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	<ul style="list-style-type: none"> <li>-We will ensure the findings of our research into attitudes and experiences of rail passengers with a disability and the needs of disabled road users are understood and acted on</li> <li>- We will coordinate and chair two meetings of Accessibility Forum to help us better understand user needs and therefore advocate more effectively on their behalf</li> <li>-We will analyse satisfaction among passengers with disabilities who take part in NPRS, BPS and TPS</li> </ul>	<p><b>Progress so far</b></p> <ul style="list-style-type: none"> <li>- Research into attitudes and experiences of rail passengers with a disability - all research completed and initial debrief provided</li> <li>- Research into experiences and needs of disabled users of England's motorways and major 'A' roads - research agency selected, work started</li> <li>- Research into attitudes towards transport (principally bus) among 14-19 year olds - report published 5 February at successful launch event in Birmingham</li> <li>- Policy: Responded to DfT's accessibility action plan consultation</li> </ul> <p><b>Upcoming work</b></p> <ul style="list-style-type: none"> <li>- Responding to ORR's consultation on passenger assist (end January)</li> </ul> <p><b>Potential barriers to success</b></p>	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	<ul style="list-style-type: none"> <li>- We want to hold a number of seminars looking at innovative ways of gathering user satisfaction</li> <li>- We will widely circulate the findings from this seminar to stimulate improvement and thought</li> <li>- 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</li> </ul>	<p><b>Progress so far</b></p> <ul style="list-style-type: none"> <li>- concrete discussions with LHR. Event confirmed for 25 April at Wellcome Collection, London. Working on speakers and invitees</li> </ul> <p><b>Upcoming work</b></p> <ul style="list-style-type: none"> <li>Further preparation for event</li> </ul> <p><b>Potential barriers to success</b></p> <ul style="list-style-type: none"> <li>- resourcing</li> </ul>	IW	Some concerns
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Too early to say      Target hit      Target missed

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		Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Notes
<b>Passenger Team</b>																
PAS1	Passengers satisfied with the service they receive	>70%	N/A	67%	NA	52%	70%	64%	70%	61%	71%	74%	77%		67%	Please note that survey was deactivated due to system issues in April, reinstated in May and then malfunctioned in June. Has now been fixed. Agreed with Board that result for June would be removed as number of responses insufficient.  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 a phased return following long term absence. Phased return does not include case work.
PAS2	Passenger evaluation forms returned	>20%	N/A	34%	NA	33%	24%	35%	26%	27%	22%	22%	24%		27%	
PAS3	Calls to Ventrica are answered within 20 seconds	>85%	85%	87%	75%	90%	93%	83%	84%	78%	69%	88%	86%		83%	
PAS4	Appeals acknowledged within five working days	>90%	88%	91%	90%	87%	91%	90%	92%	93%	91%	93%			91%	
PAS5	Appeals closed within 35 working days	>75%	60%	63%	77%	75%	73%	59%	65%	76%	73%	80%			71%	
PAS6	Enquiries closed within 35 working days	>90%	91%	90%	84%	82%	93%	81%	70%	90%	82%	85%			84%	
PAS7	Complaints about Transport Focus	<01%	0.20%	1.17%	1.29%	0.60%	0.73%	0.30%	0.15%	0.33%	0.97%	0.60%			0.68%	
<b>Resources Team</b>																
RES1	Finance - Expenditure within 5% of budget	<05%	9.4%	6.3%	-1.4%	-0.4%	-6.8%	1.2%	1.8%	-4.2%	7.0%				1.1%	The variance against budget is largely as a result of lower staff, travel and subsistences and call centre costs offset by slightly higher than forecast external support costs.
RES2	Finance - Invoices paid within 30 days	>95%	100%	99%	99%	93%	96%	94%	93%	98%	99%	95%			97%	40 invoices out of 1,305 were paid after the 30 day target. The average payment period was 14.4 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	5.6	8.8	6.0	6.3			6.8	18 expense claims out of 149 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%	6.30%	7.10%	4.0%	4.1%			4.1%	After adjusting for long term sick absence the year to date figure is 1.5%. 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%	100%	100%	100%	100%		68%	
CEO2	Minutes sent to Chairs within ten w/days	>90%	100%	100%	67%	33%	0%	50%	50%	33%	100%	0%	100%		52%	
CEO3	Minutes agreed with no substantive amends	>90%	100%	100%	67%	67%	0%	50%	50%	33%	100%	50%	100%		62%	
CEO4	Three day turnaround for Members' expenses	>80%	100%	100%	100%	83%	100%	100%	100%	100%	100%	100%	0%		93%	
CEO5	Upheld compliance incidents	0	0	0	0	0	0	0	0	0	0	0	0		0%	