

Board Meeting	Date	17/11/21	Time	10.00-13.00	Venue	Zoom
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Time	Item	Subject	Leading
<b>Part A Public Affairs</b>			
10.00	1	Chair's welcome and opening remarks; apologies and introductions; declarations of conflicts of interest.	<b>Jeff Halliwell</b> , Chair
10.03	2	'Virtual' welcome to West Yorkshire and high level aims for the regional transport network	<b>Cllr Kim Groves</b> Chair of Transport, West Yorkshire Combined Authority
10.10	3	Overview of Transport Focus work in West Yorkshire	<b>David Sidebottom</b> , Director
10.15	4	What our insight tells us about people's transport use during and after the pandemic?	<b>Louise Coward</b> , Head of Insight
10.25	5	Rail based recovery: regional service and infrastructure improvements	<b>Tony Baxter</b> , Regional Director East, Northern <b>Matthew Golton</b> , Managing Director, TransPennine Express
10.55	6	West Yorkshire Bus Alliance: improving bus services in the region	<b>Louise Collins</b> , Senior Stakeholder Manager <b>Dave Pearson</b> , Director of Transport Services, WYCA, <b>Paul Matthews</b> , Managing Director, First West Yorkshire, <b>Patrick Sibley</b> , Area Managing Director, Arriva Yorkshire, <b>Alex Hornby</b> , CEO, Transdev
11.30	7	Strategic roads in West Yorkshire: an overview	<b>Simon Boyle</b> , Yorkshire & North East Regional Director, National Highways
11.50		Break	
1			

12.00 8 Address by the Permanent Secretary, Department for Transport  
(followed by questions and discussion, time permitting)

**Bernadette Kelly CB**, Permanent Secretary

## Part B Corporate affairs

12.30	1	Board meeting minutes: September 2021	Jeff Halliwell	Approval	✓
	<b>2</b>	<b><u>Committee meeting minutes:</u></b>			
	2.1	Passenger Contact Group (October 2021)	Cllr William Powell	Information	✓
	2.2	Statistics Governance Group (October 2021) (including updated terms of reference)	Rob Wilson	Information	✓
	2.3	Audit and Risk Assurance Committee (October 2021)	Kate Denham	Information	✓
	<b>3</b>	<b><u>Reports from subsidiaries:</u></b>			
	3.1	Transport Focus Wales Limited (October 2021 and November 2021 update)	Cllr William Powell	Information	✓
	3.2	Transport Focus Scotland (October 2021)	Trisha McAuley OBE	Information	✓
	<b>4</b>	<b><u>For noting by the Board</u></b>			
		<i>Items previously discussed and/or approved out of meeting:</i>	Jeff Halliwell	Ratification	
	4.1	BRD2122-008 #118 London Office Relocation RfC			✓
	4.2	Formal approval of committee membership from 1 November 2021			✓
	4.3	Transport Focus Workplan October 2021-March 2022			✓
	<b>5</b>	<b><u>Any other business</u></b>			
	5.1	Concluding comments	Anthony Smith		
12.55	6	Closing remarks	Jeff Halliwell		
13.00		Close			

## Transport Focus Board Meeting

<b>Date:</b>	<b>Tuesday 21 September 2021</b>
<b>Times:</b>	<b>14.00-16.00</b>
<b>Location</b>	<b>One Birdcage Walk, London</b>
<b>Classification</b>	<b>Not protectively marked</b>

### Attended

#### **Board members:**

Jeff Halliwell	JH	Chair
Isabel Liu	IL	Board member
Kate Denham	KD	Board member
Theo de Pencier	TdP	Board member
Cllr William Powell	WP	Board member for Wales
Trisha McAuley OBE	TM	Board member for Scotland

#### **Management and other staff in attendance:**

Anthony Smith	AS	Chief Executive
Nigel Holden	NH	Corporate services director
Jon Carter	JC	Head of board and governance
Stephanie Ahemor	SA	Board and governance executive
Mike Hewitson	MH	Head of policy
Guy Dangerfield	GD	Head of strategy
Sara Nelson	SN	Head of communications
Catherine Folca	CF	Stakeholder manager
Sarah Wright	SW	Senior insight advisor

#### **Guests**

Nick Harris	NHs	Chief Executive, National Highways
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#### **Event production team**

Luke Bodin	Director, BA Events
Macauley Hicks-Williams	VisAir

**Members of the public:** Around 300 members of the public viewed the proceedings live.

#### **Apologies**

Theo de Pencier	TdP	Board member
Rob Wilson	RW	Board member
Keith Richards	KR	Board member
Arthur Leathley	AL	Board member for London
David Sidebottom	DS	Director

## Part A: Public Affairs

### **1. Chair's welcome and opening remarks; apologies and introductions; declarations of conflicts of interest.**

Jeff Halliwell (JH) opened the meeting and thanked those present, as well as those viewing remotely, for joining. He noted that the theme of the meeting would be that of the strategic network. The meeting was the first in-person meeting for 18 months, with the Board having embraced the opportunities presented by videoconferencing tools to ensure that they could utilise the dual benefit of both getting to meet in person while also ensuring transparency and visibility.

JH welcomed Nick Harris (NHs), the National Highways Chief Executive, to the meeting. Those viewing on Twitter could submit questions via Twitter, which could then be put to the relevant speaker.

JH noted that the meeting was also a formal Board meeting, and as such they would have some Board business to go through. He noted that Rob Wilson (RW), Arthur Leathley, Keith Richards and Theo de Pencier (TdP) had sent their apologies.

JH noted that no declarations of interest had been made.

### **2. Overview of work at Transport Focus to represent the interests of users of England's motorways and major 'A' roads.**

GD ran through some of the work Transport Focus had done on behalf of motorway users. An element of the representation piece boiled down to the organisation being a producer of insight, asking users what they wanted and turning that output into recommendations, and from there influencing others in order to execute on those recommendations. The process of influencing involved being mindful of the experience of tomorrow as well as of today.

The insight element was divided into tracker surveys, which tracked changes in satisfaction over time. The Logistics and Coach Survey (LACS) did not have targets, but could be used as a monitoring tool. The Strategic Road Users Survey (SRUS) had a year off due to COVID, but had been brought back and now had four months of data under its belt.

A programme of work across the rest of the financial year would be to increase the number of responses. The number of invitation letters sent had almost doubled. There would also be work to ensure the organisation best understood how to maximise conversion rates, and to minimise partial completion. A summary of the data produced since April would be produced once the August data entered the data hub.

The LACS survey happened three times annually and was due next in October and November. The survey engaged coach operators and managers for their views, rather than the drivers.

GD noted that the Motorway Services user survey would likely resume in Spring 2022. The Spring timeslot would likely be a better-suited window than the survey's prior February slot. Operators had indicated that they would be up for contributing.

GD noted that research would be published in respect of the Cyclists and Pedestrians Survey. The survey also extended to horse and horse and cart road users. An Electric Vehicle (EV) survey was also in development. Tyne Tunnel 2 operators had also approached the organisation, regarding the potential to act as a critical friend on tolling. Discussions were ongoing.

A Senior Policy Advisor role had been created to boost the organisation's policy influencing capacity. An appointment had been made. Work was also underway around boosting our understanding of how best to represent the interests of EV users.

Work had continued on the Sort My Sign campaign, which engaged social media to flag potential issues. The DfT and National Highways had been engaged. It was important to ensure the priorities of road users were measured and understood. The organisation continued to challenge National Highways to make improvements on signage and maintenance. Stakeholder managers worked with each National Highways region, which fed into a lot of important behind-the-scenes work.

### **3. Road users' priorities for improvement to National Highways' roads.**

GD noted that an aspect of Transport Focus's role was to help National Highways, as well as the DfT, in choosing what to include in each of the road investment strategies. User views should contribute to making key decisions. Priorities for improvement research would be a part of that process alongside satisfaction monitoring. A new set of priorities had been published in August.

The headline findings, consistent with 2015 results, had been road surfaces followed by design and upkeep as priorities for users. Driver behaviour had dropped from third to sixth, but roadworks and unplanned delays had crept up. Vehicles driven had some impact on results, but the priorities were broadly consistent across category, especially on surface quality. The results were looked at across different demographics. Disabled and non-disabled drivers had broadly similar priorities, though the former saw driver behaviour, signage facilities and sign maintenance as bigger priorities.

It was clear that maintenance should be the priority, which was not to say people did not want enhancements, just that enhancements were seen as a comparatively lower priority.

Transport Focus was developing its advice for the Secretary of State and would share its emerging thinking with the Board, and with National Highways. The expectation was that the advice would be published towards the year-end. National Highways would be engaged with in the interim on the priorities piece.

#### **4. Keynote address- Nick Harris, CEO, National Highways**

NHs noted that National Highways listened to the insight Transport Focus generated very carefully. The organisation's programme for this period was ambitious. As GD had noted, people cared a great deal about maintenance, potentially more so than enhancements. Of the £27 billion being spent in the present five-year period, about £15 billion of that amount would go on maintenance, such as capital maintenance and renewal and operational expenses, as well as covering the IT systems and technology cost. About £1 billion had been set aside for designated funds, and the balance would be for enhancements including the improvement of junctions and alignments, which could improve the user experience and help address congestion.

Active travel had been a prominent area through the COVID period and remained a key focus. National Highways was the largest promoter of cycling schemes in the UK and active transport would be a large part of what they did.

Money would also be used to fund biodiversity improvements, as well as carbon neutrality programmes and the safety and innovation piece. Road surface quality also remained a key area. Concrete roads were a focus, as they had an impact on noise quality and user experience. 70 or 80 miles of concrete roads were being replaced and several hundred miles improved, which would only be the start of a bigger programme as they headed into RIS3.

NHs noted that, as had been reported in the press, National Highways found it harder and harder to secure approval through the DCO process. They had a strong track-record, but things were getting harder, especially as the focus on carbon shifted. The Stonehenge proposal had been returned for redetermination on the basis of heritage concerns, and there had been cumulative carbon concerns to address around projects such as the Derby proposal. Those experiences had been taken as learning opportunities and would be factored into future proposals to ensure the DCO bar continued to be met.

A business plan would be submitted in 2022 to cover the next five-year period. Needs and affordability remained key criteria, with the maintenance of existing assets a key element. Structures from the 60s and 70s were aging, so maintenance and replacement would be key. More collaboration would be required than had been in RIS2. Transport Focus's insight was appreciated. National Highways would work closely with key collaborators, and a series of engagement events would be undertaken.

NHs stated that their approach to RIS3 would be underpinned by route strategies. The environment would be a key focus and they would need to demonstrate that their approach addressed carbon neutrality concerns. The target was for no net loss of biodiversity, and a net positive gain in the next five-year period.

# Minutes

This would be reviewed on a scheme-by-scheme basis. A key consideration would be to balance those requirements with safety, for instance when it came to the requirement to cut back vegetation for signage clarity. Reducing those sorts of works may attract comment but could prove vital for biodiversity in some scenarios.

Freight remained a key element of National Highways work. Nearly 70% of all freight journeys took place on the strategic road network. They were mindful that people relied on their roads. The approach would be underpinned by a customer strategy. Data and data quality remained key, as was the need to be transparent. Improving their website would help improve transparency. They were mindful that people wanted to consume data in a more agile way. A key focus was on minimising the impact of roadworks on traffic flow, getting better at doing multiple things at one time. Improving the use of designated funds and looking at facilities improvement, lorry parks included, would be essential. The facilities piece would require collaboration with local authorities. It would be important to ensure areas of existing improvement were built on further.

NHs noted that journey time reliability remained important, and it would be important to ensure information was shared in a timely manner. They were looking at how they worked with Google, and similar companies, to ensure journeys were as predictable as possible across different dates. They were also working on the quality of diversion routes and signage, which again required collaboration with the local authorities. In general, given the nature of their work, logistics companies planned and coped well when given the data they needed.

NHs added that litter and vegetation were often in his postbag, and there had been a strong focus in graffiti over the last 12 months. A camera survey of the network had been undertaken and work was underway to eliminate existing graffiti and to prevent recurrence. Litter had been an increasing focus, and they could work with local authorities to ensure existing road closures could be utilised as litter-picking exercises. They would continue to look at what could be done to improve facility quality, particularly on 'A' roads for freight users. NHs noted that an internal transformation programme would focus on the organisation's capabilities and skills. They had done well to develop their core competencies over their seven-year lifespan. It would be important that they continue to work and improve on an agile basis.

The Transport Select Committee had been engaged with on Smart Motorways. They had been able to present data showing that Smart Motorways were generally safer than the roads they replaced. But public acceptance would be key. Smart Motorways were a means to solve a problem, network capacity. The solution needed to be responsible and environmentally sustainable. A response to recommendations, post-evaluation and cluster reports had also been published, which consolidated the business case. The Select Committee report would come out in October. In the meantime, campaign roll-outs would continue.

## Questions and discussion

Q: JH noted that it would be useful to get NHs's perspective on how issues with roadside facilities prevented the gender skew, in terms of HGV driver demographics, from being addressed. The need seemed particularly key in the context of a driver shortage. He added that it would be useful to understand the steps planned to address the facilities issue, appreciating both that 'A' roads were not entirely within National Highway's remit, and that the problem would not be a quick-fix.

A: NHs responded that the situation was a challenge and working conditions had not been great. National Highways certainly had a part to play in improving things. A number of options were being looked at. They were already at pre-pandemic traffic volumes, so a shortage of drivers suggested demand existed that had not yet come through. They were looking at how to engage with other developers and local authorities, for instance on how to improve or build facilities. They could look to broaden the scope of enhancement projects in these respects, but the partnership piece would be key as, as per the planning process, scope was limited to things which were directly on the project. Looking at how to act as facilitators would be key.

Q: Tricia McAuley (TM) invited NHs to detail whether, given the need to empower people in terms of both culture and journey, he felt the organisation thought about the freight sector as customers, or whether it had some way to go on in terms of its cultural approach to the sector as true customers.

A: NHs agreed that they were not yet the finished article, but he felt they had, culturally, taken good strides. Their focus on the customer was there. Structurally, the sector had a handful of massive players and a great many very, very small ones. They were better, as things stood, at engaging with the larger players and needed to improve how they engaged with the sector's long tail.

Q: Isabel Liu (IL) noted that there had been encouragement from motorists for improvements to be made on sign maintenance, with motorists sometimes sending in evidence of damage. She asked whether NHs could detail the steps that would be taken in terms of bridging the gap between user expectation versus the signage as it actually existed.

A: NHs agreed that signs should be clear, visible and unobstructed. The move to an asset-delivery model had had a positive impact. As of August, the entire company had moved to the new model. From there, the aim would be to ensure standards were met. Signs would also be updated to reflect the organisation's new name, but that work would be folded into maintenance to avoid unnecessary expense.

Q: JH noted that whilst the utilisation of Smart Motorways was impressive, the lack of a hard shoulder did not feel safe. It would be useful to understand how long it would take to reach someone who stopped in an area without Stopped Vehicle Detection (SVD).

A: NHs responded that by September 2022 all areas would have SVD. As things stood, they only had data for areas where SVD had already been rolled out.



For stretches where areas of relative safety were more than a mile apart the aim would be to achieve a response time of within 10 minutes. That figure had not yet been hit in all regions, with the average sat at around 12. The 10- minute figure should be hit within the next month or so. The technology was designed to spot slow-moving traffic, and the CCTV coverage of over 100% ensured control rooms could establish specifics when a flow impact had been flagged. One point they had identified that would need addressing related to the excessive user use of emergency areas for non-emergency reasons.

Q: GD noted that there had been a sense of disbelief from within National Highways as to whether road surfacing really was the true top priority. He invited NHs to outline how that approach could be grappled with, and to outline how they could ensure user priorities were aligned.

A: NHs agreed the quantification of this issue would be key. There was also regional variation to the data, with concrete surface roads generating a lot of negative feedback in the East. Other stretches generated less feedback. The programmes should be data-driven. There would be more investment in concrete roads. The prior decision to use Thin Low Noise Surfacing had posed a challenge, as it had not lasted as long as other options and as such generated a higher maintenance requirement.

Q: William Powell asked whether extreme weather events would be built into budget-setting. The subject was one that would require engagement with the Department as well as local authorities.

A: NHs confirmed that extreme weather had to be a factor, and from the engineering aspect up, climate change had to be factored in. Some investment in RIS3 would help address that angle. The organisation's carbon reduction goals were ambitious. Rainfall intensity changes had had an impact on their work.

## **6. A more accessible road network? How Transport Focus insight is driving change.**

Catherine Folca (CF) provided an update on progress that had been made on road network accessibility. There had been research in 2018 covering the experience of disabled road users, which had included 50 interviews with disabled motorists and passengers. They had been asked both about their end-to-end journey and their experience on the network. Participants had self-defined as disabled under the 2010 Equalities Act legislation. There had been engagement with different bodies to ensure the methodology had been robust.

The 2018 report had been published with recommendations. 21% of people in the UK reported a disability. Car travel was the most popular form of transport for disabled adults and 3% of all licensed vehicles in the UK were from the disabled tax class.

A forum had been set up to examine the recommendations and to explore other recommendations for disabled or older drivers.

# Minutes

Transport Focus had been part of that forum, as had the Department for Transport. The AA and RAC and other charities had also been involved, with Mel Clarke as the chair.

One recommendation had been to publish and promote disability-specific breakdown guidance, as disabled users may not be able to follow the standard advice. A leaflet of advice for disabled people, covering what to do in the event of an issue, had been published. National Highways had also signed up for a BSL and text-relay service to expand their communications reach. A YouTube video had also been made, covering how to stay safe. The goal had been to ensure the appropriate steps to take in the event of a breakdown were more visible, a goal furthered by ensuring content could be delivered in a more accessible way.

A further recommendation had been around ensuring disabled road users could access the information they needed to on facilities access. An online portal could allow users to plot journeys in more detail. It would be important to ensure changes to or temporarily closure of facilities led to updates being visible. Virtual tours of facilities had also been identified as an important provision. AccessAble had been engaged with and would also produce a report for facilities operators. Attention had also been paid to where the provision of disabled parking should be expanded. It had also been important to ensure the distance between disabled parking and the facilities were understood.

Other recommendations included a review of roadside facilities themselves, to ensure they were appropriate and the commissioning of a report to ensure the cost of facility improvements was understood; road signage, which had a key role to play in terms of accessibility; petrol retailing, as disabled users could find refuelling difficult; and for the relevant stakeholders in roadside service recovery, to review and improve disability training, ensuring staff knew what to do when faced with adapted vehicles. In this respect, Driving Mobility UK had partnered with National Highways on the production of training videos, covering different vehicle types. Training extended too to non-visible disabilities.

Next steps would be to continue to work with National Highways on the forum, and to ensure the accessible report was followed up. It would be important to identify plans and findings and to ensure major plans in the pipeline accounted for AccessAble's longer-term recommendations. The approach taken should be robust and methodical and it would be important to encourage the various parties involved to share best practice. It would also be important to ensure that feedback on signage was properly understood.

CF stated that there had been a recommendation to ensure that people with medical needs knew the steps to take when stuck in traffic. It would be important to work with MSAs both individually and collectively, as appropriate. Workshops would be run to facilitate the sharing of best practices.

JH thanked CF for the update. Keeping in mind the important role the car played in the lives of people with disabilities, this area of work was important, and we should consider the need to commission new research. Keeping user views up-to-date would be key.

## **7. Representing the interests of those driving electric cars**

Sarah Wright (SW) updated recent work on EVs, as well as the plans for the future. There had been a webinar on EVs in March 2021, supported by insight work.

It had been important to identify barriers to uptake, as well as ensuring the current user experience was understood. The work had coincided with OZEV work that had been underway. There had been online qualitative research and the report titled 'Plugging the Gap' had been published on the website.

Users were positive overall, and EV users tended to be advocates for the technology, with the lower running costs cited as key advantages. EVs were a quiet, enjoyable driving experience. Environmental factors had been cited as a secondary benefit.

In terms of areas of concern, EVs were higher effort vehicles and required more planning. Areas of improvement included the need to expand the infrastructure of charging ports. The infrastructure would need to grow as uptake expanded. Information accessibility had also been identified as an improvement area, with the need to manage batteries efficiently being key. There being multiple providers in the charging infrastructure could also create confusion.

Discussions were ongoing with OZEV and operators and National Highways regarding research and survey design. Citizens Advice would be engaged with on potential areas of joint research.

In terms of next steps, they were developing a survey to track the user experience of charging EVs on National Highways roads.

JH thanked SW for her contribution. He noted that EVs would likely be an increasingly key area of focus moving forward.

## **8. Wrap up and forward look**

JH thanked all participants for the contributions made so far. He noted that it would be important to ensure National Highways was mindful of its monopoly position, and that customer views were understood.

## Part B: Updates

### 1. Rail reform

Mike Hewitson (MH) noted that the William-Shapps plan for rail had been published earlier in 2021. Work was ongoing with the Department for Transport to flesh out Transport Focus's role within that plan, for instance around providing advice, research, championing improvements, sharing best practice, working with Great British Railways and around monitoring operator performance and complaints.

MH noted that new legislation would be required, setting up and recruiting a new body. The programme would likely take between two and four years. COVID had given them a head start in changing to a concession rather than franchise set-up. There remained a lot of work to do. A key focus would be around getting the passenger voice into the decision.

MH noted that the government had committed in a white paper to a public consultation, likely to be held in late 2021 or early 2022. Significant progress could be expected from around April 2022.

### 2. Bus service improvement plan (BSIP)

Anthony Smith (AS) noted that work had been ongoing to bring the BSIP to life. The webinars had been popular. A series of reports had been published pulling on the research and insight available. 67 or so of the 70-odd transport authorities had been engaged with, so coverage levels had been strong. A new way of measuring bus passenger satisfaction was underway. Enhanced partnerships would be key and would require statutory consultation. The aim was to be as constructive as possible, as well as active and engaged.

## Part C: Corporate Affairs

### 1. Board meeting minutes: May 2021

The minutes of the meeting held on 18 May 2021 were **approved**.

### 2. Committee meeting minutes

#### 2.1 Campaigns Steering Group (June 2021)

The minutes of the meeting held on 10 June 2021 were **noted**, but, given RW's absence, discussion on the substantive issues raised would await the Members Event in October.

## **2.2 Statistics Governance Group (June 2021) (and September 2021 update)**

The minutes of the meeting held on 16 June 2021 were **noted**, but, given TdeP's absence, discussion on the substantive issues raised would await the Members Event in October.

## **2.3 Audit and Risk Assurance: annual report and accounts 2020-21 (June 2021)**

IL introduced the minutes of the meeting held on 15 June 2021, which were **noted** by the Board. She thanked both the NAO and GIAA for their contributions to the annual report and accounts.

The report of the Auditor and Comptroller General had been unqualified, and the annual report and accounts laid in Parliament.

## **2.4 Audit and Risk Assurance Committee (July 2021)**

IL introduced the minutes of the meeting held on 14 July 2021, which were **noted** by the Board.

Risk and opportunity had been subject to a thorough review, both for the whole organisation and for individual business areas.

## **3. Reports from subsidiaries**

### **3.1 Transport Focus Wales Limited (June 2021)**

William Powell (WP) noted that there had been relevant discussion on this topic in the previous meeting. He believed that Transport Focus in Wales had, in some respects, come of age during the pandemic. They had also moved offices. The operational and strategic impact had been clear from the reports. There had been a significant emphasis on building confidence and promoting public transport use across Wales.

### **3.2 Transport Focus Scotland (July 2021)**

TM noted that there had been a meeting with the Transport Scotland Head of Rail, from which a key message had been around the strength of Transport Focus's insight.

A paper had been issued on a possible challenge panel for ScotRail, relating to the public ownership proposal. Part of the Scottish Government's aim on that point was to improve accountability. Accountability stretched across different constituencies, including customers and stakeholders as well as parliament.

A meeting had taken place with Graeme Dey (GDy), the Transport Minister, who had been interested in Transport Focus's work on buses in England, which was not part of their funding remit in Scotland. Buses were an important service for some of the most vulnerable in society. There would be a follow-up to explore what could be looked at on that point, as the advantages of drawing on Transport Focus's good work on buses elsewhere would be compelling.

TM noted that there had been a specific workshop on Scotland-specific risks and challenges. Their insight had been identified as a key strength and was an area that could be further built on.

TM noted that a Scottish face-to-face event next year could be useful. Work could also be done to identify scope for booster research.

TM noted that it would be important to gauge how the full spectrum of stakeholders viewed Transport Focus's work in Scotland, with the upcoming stakeholder survey potentially tailored for a Scottish audience.

#### **4. For noting by the Board: items previously discussed and/or approved out of meeting**

The Board reconfirmed it's approval of the following:

BRD2122-003 #153 Measuring the on the day passenger experience

BRD2122-004 Annual report and accounts 2020-21

BRD2122-005 #158 Serco Caledonian Sleeper Guest Satisfaction Survey Wave 5

BRD2122-006 #162 Bus and rail satisfaction measurement using Omnibus

BRD2122-007 #146 Omnibus travel surveys 2021-22 (RfC)

#### **Closing remarks**

JH thanked all those attending for their time and contributions. The meeting concluded at 1559 hrs.

# Passenger Contact Group Minutes



Date: Thursday 7 October 2021  
Location: Video Conference  
Time: 1100  
**Classification: NOT PROTECTIVELY MARKED**

## Attending

Cllr William Powell	WP	Board member for Wales
Arthur Leathley	AL	Board member for London, Chair, London TravelWatch
Jackie Ballard	JB	Board member, London TravelWatch
Keith Richards	KR	Board member, Transport Focus
Linda McCord	LM	Senior Stakeholder Manager, Transport Focus
Jon Carter	JC	Head of board and governance, Transport Focus
Susan James	SJ	Casework manager, London TravelWatch
Stephanie Ahemor	SA	Board and governance executive
<u>Apologies</u>		
Anthony Smith	AS	Chief Executive
David Sidebottom	DS	Director, Transport Focus
Emma Gibson	EG	Director, London TravelWatch

### Item Subject

#### A Standing items

##### 1 Chair's opening remarks: declaration of interests and apologies

WP thanked everyone for attending the meeting.

Apologies were received from Anthony Smith, David Sidebottom and Emma Gibson.

No conflicts or declarations of interest were declared.

##### 2 Minutes from previous meeting: April 2021

Clarification was sought on the meaning of acronyms that had been used in previous minutes – RFP (request for proposal) and CARGO (Collaboration Agreement Review Group). The minutes were approved on this basis.

# Passenger Contact Group Minutes



## 3 Action Matrix

1. Board members were updated on the progress with retendering the RPOS contract at the May 21 ME.
2. There were currently no complaint handling statistics on the website. It was agreed that this should be included as part of the vision discussion.
3. Customer satisfaction monitoring was an issue identified during the internal audit. LM will report on this, as good progress had been made
4. Reporting on the audit to CARGO was completed at its meeting in May.

## B The Rail Ombudsman

### 1 Scheme Council Meetings: update and minutes

KR declared an indirect conflict, given he was Chair of the Rail Ombudsman scheme. He drew the Group's attention to a report he had largely written on how ADR schemes are working in the interests of consumers. The paper was published in April 2021 by Which? KR will share a link to the paper with the group. Progress on addressing the key points from the independent RQ report commissioned by ORR were discussed.

A programme of work has started to transfer ownership of the Ombudsman scheme from RDG to ORR. KR had provided support on the development of a statement of purpose for the Ombudsman Scheme Council; he explained the background to this. It had become clear such a document was needed to set out clearly and in one short(ish) place what the Scheme Council is, what it does and what it doesn't do. He wanted something that gave the Council not only a clear governance role, but also some clear 'hooks' on which could be hung some more specific 'asks' around transparency, timeliness and quantity of data that the Ombudsman Scheme itself should make available. KR will also share this document with the group.

**Action:** KR to share link to policy paper with group

**Action:** KR to share statement of purpose document

There was a recommendation that the headline complaints handling period should be reduced from 40 to 20 working days. This decision will likely depend on the outcome of any retendering process.



# Passenger Contact Group Minutes



KR explained that there was no formal process for the appointment of the Chair, nor a fixed term of office. He had made a number of recommendations to ORR for future development of the role: that the term of appointment should be three years, with an option to renew once; that the chair be totally independent of the rail sector, and that the role should be remunerated.

## 2 **Procurement Steering Group - update**

LM explained that she would provide an update on procurement once RDG had made an announcement of the transfer of the Ombudsman scheme to ORR, and the timeline and contracts had been finalised. Further and significant delays to the process might be expected, which meant that better case / information sharing provisions, which it had been hoped could be built into any new contract, were also likely to be pushed into the longer grass.

The Group determined that the continuing lack of data was unacceptable, and that the matter should now be brought formally to the Scheme Council via its Chair. LM and SJ will develop the letter, which would be signed by WP and AL

**Action:** Develop letter to RPOS Council Chair on data sharing

## **C Casework Team Operations and Performance**

### 1 **Casework Team report for period April-September 2021**

SJ reported that the number of cases has steadily increased, but the team have closed most cases within the 35 working day target. There had been a number of issues with delays in response from ticket retailers, but this had been addressed, supported by RDG. In addition, the period had seen some unusual cases with Eurostar, with individuals refused permission to travel due to their Covid test not being accepted. However, most of the complaints related to fares, refunds and penalty fares.

In Q2 just under 200 cases were closed, 63 for London TravelWatch and 102 for Transport Focus. There have been increasingly more complex complaints, largely related to matters of policy, which have taken longer to resolve. There had also been some issues with call answering times – within the 20 second target - mainly due to staff leave and sickness in August. The situation has now improved. The LNER ticket office hours consultation has also fed into casework volumes over this period.

# Passenger Contact Group Minutes



The Rail Ombudsman closed 187 in scope appeals. The biggest category was complaints handling. There were a number of cases where passengers had come to London TravelWatch as the Ombudsman had not understood their complaint.

SJ reported that no decision by the Ombudsman had been made in favour of the customer during the previous quarter. Mediation had been attempted in some cases, but if this was unsuccessful, a decision had not been made in favour of the customer.

Current data made available did not include any information on whether a cash settlement had been paid to a customer prior to them contacting the Ombudsman. SJ had asked to see this data, but it had not been forthcoming. It should at the very least be possible to have this data based on the total number of passenger journeys by operator, so that the volumes could be put into context.

The Group discussed the importance of clarity from the Ombudsman regarding customer outcomes, and agreed a wider discussion at a later date was needed.

## 2 **Contact centre contract – forward look**

The Group discussed the contact centre contract had been rolled over until March 2022. The Group agreed that it was not appropriate to put the contract out to tender at the current, very uncertain, time. The supplier also provides assistance in many ways beyond incoming casework. The Group **agreed** that by virtue of this record of the discussion as captured in the minutes, the Board would be asked to agree to a one year extension of the contact centre contract.

## **D New / other business**

### 1 **GIAA Internal audit of complaint handling: Report and consideration of recommendations and action plan**

This review formed part of the 2021 audit plan, approved by ARAC. The review included looking at the controls that have been put in place to ensure delivery of the best outcome for the customer.

The review received a moderate score, as improvements were required to enhance the framework, and improve risk management. Several recommendations were made as part of the action plan, including:

# Passenger Contact Group Minutes



- Conducting more detailed quality control checking
- A customer satisfaction survey, which will be in place within the next two weeks.
- The addition of trigger points for Transport Focus and London TravelWatch for internal cases to reduce delays. This was a low priority. SJ would review the delays.
- Transport Focus and London TravelWatch should create a resource plan to deal with staff absences and manage future capacity. This was a low priority in the report but LM and JC had agreed it was probably a higher priority and would shortly be meeting to discuss the matter in the context of rising complaint volumes.
- Access to data - this will be referenced in the letter to be sent to the Ombudsman.
- Upskilling where necessary, especially on Microsoft Dynamics

The Group noted the report and progress on implementing its recommendations.

## 2 **Vision setting / brainstorm: what kind of service will we offer in the future as passenger numbers pick up again?**

LM explained that a small group of senior staff would meet in December to brainstorm this issue; of particular importance was a full consideration of the requirement in the Rail White Paper that '*Transport Focus would take over from ORR the responsibility of monitoring passenger complaint volume and things from them*'. She and MH had held preliminary discussions with ORR. WP suggested that Robert Samson and David Beer should also be invited.

The Group would meet again in January to discuss outcomes of the December meeting; this timeframe complimented that of the rail reform process. Whilst the sector target operating model (STOM) should be approved by the end of October, building the new world of passenger railways would not be fully underway until the spring of 2022.

## 3 **Any other business**

JC noted that all Board members would have received an email from JH regarding committee membership. He hoped that all members would remain as part of the Group for the foreseeable future; other than JB, who had to leave the Board of London TravelWatch in December, as her term of office was coming to an end, all Board members confirmed this was so. WP thanked JB for her contributions and wished her all the best for the future.

# Passenger Contact Group Minutes



WP thanked everyone for their contributions to the meeting, which concluded at 1240 hrs.

**Dates of next meetings:**

Thursday 13 January 2022, 1000-1200

Thursday 14 April 2022, 1000-1200

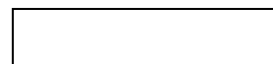
Signed as an accurate record of the meeting

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Cllr William Powell, Chair

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Date



**Transport Focus Statistics Governance Group**

<b>Date:</b>	<b>Wednesday 16 September 2021</b>
<b>Times:</b>	<b>10:00 – 12:00</b>
<b>Location</b>	<b>Video Conference</b>

**Attended**

**Board members:**

Theo de Pencier	TdP	Board member, Transport Focus, Chair
Rob Wilson	RW	Board member, Transport Focus
Alan Benson	AB	Board member, London TravelWatch

**Management attendance**

Jon Carter	JC	Head of board and governance
Louise Coward	LC	Head of Insight
Stephanie Ahemor	SA	Board and governance executive
David Greeno	DG	Senior Insight Advisor
Murray Leader	ML	Senior Insight Advisor
Jo Curran	JCu	Insight freelancer

**Apologies**

Anthony Smith	AS	Chief Executive
Robert Pain	RB	Senior Insight Advisor

Item	Subject
A1	<p data-bbox="193 152 954 190"><b>Chair's opening remarks; apologies and introductions</b></p> <p data-bbox="193 232 1490 342">Referencing the papers under discussion, AB advised that as far as he knew, 'political belief' mentioned in the Equality Impact Assessment was not a protected characteristic in the Equality Act. He queried what constituted a political belief. JC advised that he would take that away to consider.</p> <p data-bbox="193 385 1094 423">JC reported that Anthony Smith had sent his apologies due to illness.</p>
A2	<p data-bbox="193 465 791 504"><b>Minutes from previous meeting: June 2021</b></p> <p data-bbox="193 546 1023 584">The minutes of the meeting held on 16 June 2021 were agreed.</p>
A3	<p data-bbox="193 622 480 660"><b>Outstanding actions</b></p> <p data-bbox="193 703 1430 813">On the action points, TdP enquired if ML had circulated the LCMS satisfaction result, or the Highways England result, to the DfT. LC replied that she believed this to be the case but would check.</p> <p data-bbox="193 855 1477 965">TdP noted that the terms of reference (ToR) had been raised at the previous meeting. He noted that inclusion of omnibus reporting and segmentation on future agendas was linked to the ToR. He added that it had been actioned.</p>
B1	<p data-bbox="193 1010 411 1048"><b>General update</b></p> <p data-bbox="193 1090 1461 1240">LC listed issues facing both rail and bus: the data series broken by having to stop field work; both industry structures changing; operational issues and substantial change in passenger experience and volumes due to COVID. LC noted that they had intended to modernise and improve the surveys even before COVID.</p> <p data-bbox="193 1283 1466 1393">She reported that they had done what they could to provide information on both modes via the COVID omnibus, communities and interim surveys. An example was the large-scale quant survey on both return to rail and getting passengers back onboard.</p> <p data-bbox="193 1435 1485 1545">LC reported that the push-to-web had generated some good results for SRUS, but also proved that it was not a good replacement for face-to-face recruitment; response rates were low, it was expensive, and there was no control on who completed it.</p> <p data-bbox="193 1588 1493 1738">Meanwhile, as discussed in the papers, they could confirm that it was now possible to recruit face-to-face again, to talk to people waiting at bus stops or rail stations and find out if they were happy to complete a survey. They were now looking at how far they could push people to complete digitally and give instant feedback.</p> <p data-bbox="193 1780 1493 1930">LC added that face-to-face additional benefits included diversity inclusion, and ensuring people approached were making the journey versus online panel members stating that they had made a journey on the relevant day. She concluded that face-to-face offered many advantages but that they could still modernise the backend in how the information was obtained. Adjustments included</p>

experimenting by removing the paper option and offering passengers the option to complete the survey via QR code or getting the survey emailed to them. The option of completing the survey on the telephone (CATI) was another option being tested.

LC advised that they were also testing passive recruitment through posters and stickers on buses. She acknowledged that it was self-selecting with no control of viewers, so would probably not be used for formal satisfaction measures. However, it would open up a channel of communication with passengers. GoMedia, who provided Wi-Fi for 80% of trains and 70% of buses, were keen to partner and offer an instant journey experience survey to those logging on.

Omnibus, across bus and rail, was being expanded from a COVID-only tracker. Frequency would increase from once to twice a week, asking specifically the reasons, operator and length of the passenger's last journey. Questions also covered COVID measures and the more traditional topics of punctuality and value for money. This would fill the gap as a measure of satisfaction on a regular basis and manage down the COVID-only tracker at the right time.

Challenges ahead included: designing the new products; being as digital and cost-effective as possible; being inclusive of all groups; meeting the needs of stakeholders while not knowing what the measures would be used for in view of industry changes; launching quickly and ensuring statistical robustness while not being over-complicated.

LC advised that they would identify the best solution and make their recommendations during October. This would be brought to the Board internally before sharing it with industries and stakeholders for their input. After being refined for tender, the new surveys would be in place by April 2022.

LC stated that the Bus Challenge Group had been kept informed of insight work. They also held regular meetings with the Rail Analysis team at the DfT, the RDG and Insight at Network Rail. LC added that these meetings had enabled parties to share methods.

RW suggested that Transport Focus should have posters and stickers wherever they could interact with passengers, and noted he had not seen any promotion of the brand. RW also suggested that they could approach charities or disability groups to make future online sampling more representative.

LC agreed that online was the right way forward. She explained that her concern was around the representativeness of online panels, and that participants had been asked repeatedly about their experience over the last 18 months. It was expensive and not the best way for future, more targeted sampling.

RW asked if making the panels bigger would help to avoid asking the same people repeatedly. LC responded that the panels would have to be huge. She explained that certain samples, such as for a regional incident, ended up being smaller due to natural fall out. LC concluded that she agreed with online completion of surveys moving forwards but had reservations about online panels as a long-term solution. She acknowledged that they had provided good information during COVID.

	<p>LC added that the possibility of announcements and other promotional materials would be discussed with the Wi-Fi providers.</p> <p>She also advised that she supported the scaling up of promotional stickers and posters if the pilot proved successful and could share the new materials following the meeting. She added that recruitment of panel members was also underway on social media in a brand-building exercise with Communications. They were also examining ways to recruit more disabled passengers for their views. She agreed that using partner organisations was a good option, along with convening a community of passengers with various disabilities from within the panel for more qualitative data.</p> <p>AB declared that his comments could be influenced by being Chair of Transport for All, the only disabled and older people’s charity focused entirely on transport and travel rights. He noted that LTW had posters on every London bus and some trains and trams, and that it was easy for Transport Focus to do as a result of its relationship with TfL. He added he was encouraged by LC’s comments on diversity and inclusion. However, he was concerned about the move online because around 40% of disabled and older people did not have easy internet access and would be excluded. After asking disabled people via Twitter if they had been approached for the survey, many had responded that only their personal assistant or people around them had been approached. AB questioned if field workers were hesitant to approach disabled people; they needed to understand how customer satisfaction and user experience were changing as passengers returned and were considering issues such as social distancing and mask-wearing. He noted they needed to see trends coming out of the pandemic compared to pre-pandemic, and LTW were looking at this.</p> <p>TdP agreed that they had to remain aware of potential downfalls and including all groups when moving online.</p> <p>LC explained that the pilot offered online completion as an option, meaning that the interviewer encouraged other methods besides a binary choice of online or paper. She suggested that perhaps training was needed on the importance of approaching everyone equally without bias. LC advised that this would be discussed with the team and the agency.</p> <p>On monitoring change since COVID, LC advised that data collected would be calibrated against data received pre-COVID. The satisfaction question would be followed by an open-ended question on reasons for being dissatisfied/satisfied, and this would provide a lot of data on current themes when analysed by AI. Traditional measures such as reliability and value would also be included, along with COVID measures.</p>
C1	<p><b>Return to Rail summary post publication</b></p> <p>DG reported that there had been a reasonable amount of interest post-publication. There had also been some fairly big users of data and the analysis, such as Network Rail, the DfT, and some TOCs not mentioned in the paper.</p>



C2	<p><b>Update on plans for future measurement of rail passenger experience</b></p> <p>DG noted that in terms of responses to the survey on passenger returns, they were just short of half-way through the second phase of the field work. He reported that the highest percentage of survey completion was via QR codes at more than 40%. More than 80% were completing the survey using one of the online options, and there were paper and telephone options for responses as well. DG advised that the response rate was similar to the last NRPS at 23% so far.</p> <p>DG concluded that he was happy with the way it was progressing. He added that as LC had pointed out, they were doing survey checks of the field workers during this field work period.</p> <p>TdP asked if any significant differences had been noted between different parts of the country, as London commuters might behave differently from people travelling once a week from Shropshire to Shrewsbury, for example. DG responded that they were conducting research in a smaller number of stations than covered in the NRPS. He said that they would look at that over the next couple of weeks but did not have any findings to report as yet. TdP commented that the response rates were pleasing.</p> <p>AB remarked that the use of QR codes was encouraging for the future. He asked if there was any data around COVID responses, such as opinions on mask-wearing and social distancing, being different in cities versus inter-city travel. DG responded that they would be able to analyse responses from different train companies and would be aware of originations and destinations. The expanded omnibus survey would also capture journey purpose, length and region from national sampling as of next week.</p> <p>AB noted that one of the roles of Transport Focus and TravelWatch was to engender confidence amongst passengers. He remarked that people were very concerned about mask-wearing and social distancing measures. He indicated that Transport Focus would fulfil its advocate role if they shared such information with operators, government and passengers.</p> <p>RW enquired if the early recommendations on future measurement set for October 2021 in the paper were going to the Board or would be circulated more widely. LC stated that this was the date set to have it ready for internal circulation and comment. She added that it could be shared with some stakeholders to get their buy-in and ensure it met their needs, but it would not be for public circulation.</p> <p>RW asked if any of the recommended changes would have financial implications. LC responded they could only set the budget by sending out the specs to see what agencies came back with cost-wise.</p>
D1	<p><b>Getting passengers back on buses summary post publication</b></p> <p>There had been quite a lot of interest in the publication on getting passengers back onboard. The Go-Ahead Group had commented that they thought it was a bit negative about passengers and safety, but an ongoing conversation had ensued. LC reported that overall, it had been launched successfully with pick-up in social media, and a good response. She stated that people were keen for them to produce additional information to build into their BSIPs.</p>

D2

### **Update on plans for future measurement of bus passenger experience**

LC reported that they were holding conversations with local authorities and operators around restructuring and BSIPs. The challenge would be how they designed insight to meet all the different requirements.

LC advised that the DfT had been informed about everything they did, but it was complicated by the fact that they had not committed to what the bus passenger survey or its replacement would be used for. She said the team was being as helpful to them as possible, developing products and running events which attracted good attendance amongst future users of the data.

TdP indicated the point made in the report that other organisations developed their own products for measuring passenger experience. TdP asked if this risk was notional or if LC had seen stakeholders carry out more research themselves, such as in Greater Manchester. She replied that they had not seen that happening but that operators who saw them as expensive might potentially seek cheaper solutions. She suggested that there was potentially a higher risk in the case of operators and authorities that they had not worked with in terms of awareness of value for money. She concluded that workshop events and opening up support to everybody could be valuable in showcasing the extras they offered, such as benchmarking and expertise.

TdP noted that Hazel's paper had shown they had engaged with 66 of the 72 local authorities which was a phenomenal achievement. He said it could be advantageous to know what the most forward-looking bus companies such as Reading Buses and Brighton and Hove were thinking.

RW posed two questions: the status, role and influence of the Bus Challenge Group mentioned in the paper; and why they never talked about apps on hand-held devices as part of the data collection mechanism.

LC responded that she understood the Bus Challenge Group helped them with both the qualitative and quantitative 'getting passengers back onboard' group, which was a selection of authorities and operators using BPS. She believed the Challenge Group was for the development of the new product, but needed to confirm that along with its status.

On apps, LC said they planned, as outlined to the Board, to work with TravelAI where the user had an app, allowing the collection of behavioural data from their phone. They could also be sent service or station-specific surveys. LC noted that it had implications concerning data privacy and development costs. She concluded that it would never be the solution for satisfaction measures but was on the to-do list once the satisfaction monitoring had progressed further.

LC responded that work done a couple of years ago had suggested that app downloading was not as common among young people as they had anticipated. Potential responders had been reluctant to download an operator's app because they used Google Maps. She advised that work was being done with the panel to see who would be willing to download an app. She noted that they had had to heavily incentivise and support participants in previous trials. She said such issues meant that it worked for niche exercises with niche groups but not for large scale satisfaction tracking.

	<p>RW commented that he would like to see a national campaign offering a month's free travel for all under-21s on the buses. TdP remarked that as Transport Focus talked to all the major bus companies, it would be good to promote such a campaign. This would also increase sampling, particularly amongst young people who did not have an established travel pattern due to the pandemic.</p>
E1	<p><b>General update and future planning</b></p> <p>JCu stated that the latest data from July journeys were in the hub, and it showed a slight fall in overall satisfaction. However, the scores were logical when examined in the context of traffic levels and journey times. She advised that as mentioned in the paper, they were trying to increase sampling sizes achieved each month without boosting the sample sent out. The recent change to the envelope size had allowed more to be sent out at the same cost. This had resulted in the August sample size exceeding 400 for the first time. She was optimistic they would see the full positive effect in September.</p> <p>A good meeting had been held with BMG where they had discussed how to set up the testing programme mentioned in the paper. This aimed to boost the sample sizes further, and BMG were submitting a proposal that day. Ideas had included pool testing or recontacting people who had or had not completed the survey sent out.</p> <p>JCu confirmed that they still planned to conduct another wave of the omnibus in early October as stated in the paper. This would update the SRN users' profiles, which would then allow a review of the demographic weighting.</p>
F1	<p><b>Logistics and Coach Manager Survey update</b></p> <p>ML remarked that the overall summary of the report was that the survey continued steadily, having completed the first three waves. The next wave was on track for October. They had kept stakeholders including National Highways informed of the work.</p> <p>ML noted that he had shared an analysis on completion quality with the Committee. He was pleased with the level of attention shown in the responses. It confirmed that the right contingent of people were replying, given that they were close to the road freight survey profiles. He noted that the job titles were mostly transport managers and directors, so the completion quality was good. He had sent the summary report to National Highways.</p> <p>He concluded that they were on track for the fourth wave. The results from the agency had gone smoothly and quickly into the hub, thanks to JCu.</p> <p>TdP told LC that in terms of stakeholder communication, specifically on Logistics and Coach, it would be nice to know if the DfT felt the survey met expectations. LC agreed that it was a great survey with a good response rate from the right people. It ran smoothly, and the process worked well.</p> <p>TdP stated that it was worth getting National Highways to think more seriously about the lower scores from this sector. He noted that two-thirds of the country's freight used their roads. He</p>

	<p>commented that they should take big players like DPD or Stobart seriously in terms of improvements. He concluded that such companies carried more weight to get things done compared to the general motorist.</p> <p>ML noted that if they were 'out and about' more with groups representing drivers or the freight industry, the survey would be better known and it would raise pressure.</p>
G1	<p><b>SGG terms of reference</b></p> <p>TdP noted that it was raised at the last meeting that committee members might want to adjust the ToR to include changes made during the pandemic which would remain over the long term including omnibus and related segmentation analysis. The Group approved JC's minor changes which would go before the Board in November.</p>
AOB	<p><b>Condolences</b></p> <p>LC advised that they had passed on condolences to the DfT following the death of the Head of Rail Statistics, Margaret Shaw (MS). LC noted that this would impact the team as MS had held very definite views of what she wanted from NRPS. They did not as yet know the views of her replacement concerning the survey and felt that SGG should be made aware.</p> <p>TdP agreed that MS had been a formidable force, remembering her on many occasions at DfT. He thanked LC for sharing the sad news and remarked that Board members were supportive of sending condolences.</p> <p>TdP noted that the date of the next meeting was 15<sup>th</sup> of December 2021.</p>
	<p><b>Close</b></p> <p>There being no other business, the meeting closed at 11.58.</p>

Date of next meeting: **Thursday 16 December 2021, 1500-1700**

Signed as an accurate record of the meeting

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Rob Wilson, Chair

\_\_\_\_\_

Date

# CPP 2.6 Statistics Governance

## Group: terms of reference

### 1. Purpose

1.1 To provide strategic oversight of official statistics research and other national research as determined from time to time; to provide assurance to the board on procurement of and the continuing validity of such research and associated publications; to provide assurance to the board on the quality and integrity of data routinely published by Transport Focus; and to ensure the effective participation of appropriate external stakeholders.

1.2 The Group shall take account of any general guidance or direction that the Board from time to time so determines in respect of its objectives, tasks or purpose.

### 2. Objectives and tasks

2.1 to keep a watching brief over Transport Focus's compliance with the code of practice for Official Statistics, to the extent that the code applies, and, more generally, compliance with the Market Research Society's code of conduct;

2.2 to keep under review the terms of any procurement arrangements as they affect the delivery of statistical and research projects and, where appropriate, recommend new or amended arrangements to the Board, based on proposals from the Head of Insight;

2.3 to keep under review research activities within its remit (these are included at annex A) and provide advice and guidance to the Head of Insight as appropriate; this shall include the participation of a member of the Group at certain 'sign-off' meetings for cyclical research from time to time as the Group so determines;

2.4 to ensure that the development and publication of research activities within its remit is reasonably subject to periodic discussion with industry stakeholders, and that account is taken of their views;

2.5 to maintain a watching brief over the publication of data generally and to approve proposals (made by the management team owner of this workstream) in respect of changes to the scope, extent, presentation or frequency of published data.

2.6 to report to the Board, through the presentation of minutes, as soon as practicable after each meeting, and make such reports and recommendations to the board it considers necessary or appropriate;

# CPP 2.6 Statistics Governance Group: terms of reference



2.7 to discuss, request or do anything on its own initiative or at the request of the board that is not inconsistent with but may be regarded as complementary or incidental to its purpose.

2.8 to keep under review the operation of the Transport User Panel.

## 3. Meetings

The Group will meet on no less than four occasions per year as determined by the level of business.

## 4. Membership

4.1. Membership of the Group is as follows for the time being:

Theo de Pencier	Board Member, Transport Focus (Chair)
Rob Wilson	Board Member, Transport Focus
Alan Benson	Board member, London TravelWatch

4.2. The following will normally attend the meetings of the Group.

Chief Executive  
Head of Insight  
Head of Board and Governance  
Such other members of the Insight team as appropriate.  
Secretariat services for the Group shall be provided by the CEO team.

## 5. Proceedings

6.1 The provisions of part 2 of the *Constitution General* shall have effect.

# CPP 2.6 Statistics Governance Group: terms of reference

## Annex A

- (1) The National Rail Passenger Survey
- (2) The Bus Passenger Survey
- (3) The Data Hub
- (4) The Tram Passenger Survey
- (5) The Strategic Road User Survey
- (6) The Motorway Services User Survey
- (7) The Strategic Roads Logistics and Coach Survey
- (8) Omnibus and similar surveys together with segmentation and similar analysis

## Document history

Version	Author	Comments	Approved by	Date
V1	Jon Carter	Original draft	Board, London	23 July 2005
V2	Jon Carter	General update	Board, Edinburgh	13 May 2008
V3	Jon Carter	Bus remit, change in membership and consequential amends	Board, London	14 September 2011
V4	Jon Carter	Open data remit including appeal complaints and membership changes	Board, Edinburgh	12 September 2013
V5	Michelle Calvert	Rebranding to Transport Focus	Board, London	11 March 2015
V6	Jon Carter	Updated to include TPS, SRUS and OP	Board, Birmingham	16 November 2016
V7	Jon Carter	Membership update only	Board, London	13 March 2018
V8	Jon Carter	Membership update; annex A (remit) extended to include MSUS and SR Logistics and Coach survey; removed refs to appeal complaints, added data hub	Board, London	17 December 2019
V9	Jon Carter	Membership update only	n/a	November 2020
V10	Jon Carter	Added Omnibus to Annex A	Board, Leeds	17 November 2021

<b>Transport Focus Audit and Risk Assurance Committee</b>	
<b>Date:</b>	<b>Wednesday 13 October 2021</b>
<b>Times:</b>	<b>10.00-12.06</b>
<b>Location</b>	<b>Video Conference</b>
<b>Classification</b>	<b>NOT PROTECTIVELY MARKED</b>

## Attended

### **Board members**

Isabel Liu	IL	Board member, Chair
Kate Denham	KD	Board member
Arthur Leathley	AL	Board member for London
Theo de Pencier	TdP	Board member

### **Management attendees**

Anthony Smith	AS	Chief Executive and Accounting Officer
David Sidebottom	DS	Director
Jon Carter	JC	Head of board and governance
Nigel Holden	NH	Corporate services director
Stephanie Ahemor	SA	Board and governance executive

### **Other attendees**

Aaron Condron	AC	Head of Internal Audit, GIAA
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## **Item Subject**

### **A Standing Items**

- 1 **Chair's opening remarks; apologies, introductions and declarations of interest**  
IL thanked everyone for attending the meeting. There were no apologies. No conflicts of interest were declared.
  
- 2 **Minutes from previous meeting:**
  - 2.1 June 2021 (annual report and accounts 2020-21)  
The minutes of this meeting were **approved**.
  - 2.2 July 2021  
The minutes of this meeting were **approved**.
  
- 3 **Action matrix**  
There were no outstanding actions.
  
- 4 **Meetings of subsidiary undertakings**
  - 4.1 **Transport Focus Scotland Ltd**  
**Business Meeting notes (July 2021)**  
These meeting notes were discussed at the full board meeting in September and were **noted** by the committee.



## **B Finance and statutory reporting**

### **1 YTD finance report**

NH reported that as of 30<sup>th</sup> September, Transport Focus was on target with regards to spending against the budget. The budget will be reviewed to determine whether the costs for the bus passenger experience survey can be committed for this year. By the end of October, a reforecast to the end of the year will be finalised.

The projects that had been delayed for the past 18 months have either been completed, are in progress or have been closed down. Projects have been closed down for various reasons including the partner not wanting to go ahead or it would be inappropriate to continue with the project.

IL asked whether the renegotiation for funding for a dedicated body or research, by West Midlands Trains, had been completed. NH confirmed that it had been completed. The budget had been reduced to around £55K, £25K of which would cover staff costs to the end of September.

## **C Business performance management and internal audit**

### **1 Project management reports**

KD asked whether it was possible to extract the essential information from the report.

AS?? explained that it would be possible to reduce the amount of information, but that a summary of the key points for ARAC would be helpful together with the report.

NH stated that they would flag anything that was important and circulate it to the board and to ARAC. He explained that it would not involve a lot of extra work to develop a topline summary. He stated that the stage of a project would be added to the report, whether it was red, amber or green. It was **agreed** that ARAC would receive a summary report, and if any member had any questions, they could raise it at the board meeting or call NH.

**Action:** NH to update project management summary report for ARAC and ME.

### **2 Business planning: workplan update**

AS stated that the workplan had been updated and would run until March 2022. No comments have been received from the Department for Transport (DfT), but a few comments were received from staff. The updated version will be discussed and agreed at the board meeting the following week. Work has started on the workplan for 2022-23. This will include rail reform, the bus strategy, electric recharging, modernisation, and insight.

### **3 Internal audit progress report**

AC reported on progress report as set out on page 41 of the pack. The complaints handling audit found that there was good guidance in place for the team and for London TravelWatch, and good record keeping. The reporting regime was deemed to be robust. Areas noted for improvement included introducing a customer satisfaction survey, better oversight by Transport Focus, and the sharing of information by the rail Ombudsman. Planning meetings with Louise Coward (insight audit) and Jon Carter (information management audit) were being organised. The committee felt that the GIAA insight report was particularly useful.

## 4 **Internal audit reports (as available)**

### 4.1 **Passenger complaint handling**

AS thanked AC for a very clear and helpful report. In respect of the customer satisfaction survey it was noted that the first survey would be distributed during week beginning Monday 11<sup>th</sup> October.

KD asked about the challenges of not working in the office and the absence of the serendipitous transfer of information that might occur between Transport Focus and London TravelWatch, about the type of customer complaints. JC reported that Transport Focus did get a feel for the type of complaints. He explained that the more 'interesting complaints' would be sent to the ombudsman. JC explained that this information had been included in the quarterly report that had been developed for the passenger contact group. The main challenge was obtaining meaningful information on case load topics from the ombudsman. The passenger contact group had agreed to formally write to the ORR, via the chair of the ombudsman scheme, stating that better information should be provided, and that this should be included in any new ombudsman contract.

IL queried whether it was clear to the transport operators who within Transport Focus and London TravelWatch, was responsible for dealing with complaints. NH confirmed that Linda was the main contact at London TravelWatch, and that she had established good relationships with the non-London based train operators, as she used to manage the complaints team in Manchester. Transport Focus had stakeholder managers who were engaged with the transport operators.

There will be an enhanced role for Transport Focus to manage complaints in the William Shapps report. AS explained that a funding request had been submitted to support this.

## **D Risk**

### 1 **Strategic risks and opportunities**

The opportunities and risk would be included at the top of every management team, and members' meeting agenda. AS explained that a version of the risk and opportunities had been developed for Scotland and explained that one would be developed for Wales.

SA explained that a swot analysis had been conducted and the opportunities had been identified. These included a new staff structure for development work, an opportunity to add more resource the Scotland and sustainability. The risks include political tension, devolution, rail workers funding in Scotland and reduced rail passenger volumes.

A face-to-face Scottish stakeholder meeting will be held in March 2022 to review sustainability from a Scottish perspective. AS explained that the top three risks identified in Scotland had been the same as for the UK.

In terms of external relations and how to determine when Transport Focus should speak up about issues that were important to customers, the committee noted the government was sensitive about rail pricing issues, and that Transport Focus had to be mindful of this.

## 2 **Cyber security update and Information risk**

NH introduced his cyber security paper. The committee discussed proportionality, and how Transport Focus could determine what would be an appropriate level of cyber security preparedness. KD suggested that a password of three random words was the most secure password, compared to one with a mixture of upper- and lower- case letters and numbers. The importance of updates and patching was discussed. It was suggested that staff could be given one item to focus each month, and that forced updates might be better than letting an individual choose when to implement the updates.

IL asked whether Transport Focus received support from the government on cyber security. NH replied that Transport Focus had completed Cyber Essentials and had been accredited. He explained that there was also a checklist, which included ensuring that patching was up to date. A forward planner had been developed on this, which would consider perceived risks and issues that were relevant today and those that would be important in the future. Staff had been good at spotting phishing emails. NH explained that any individuals who logged onto the network from outside the UK, would be asked for authentication. Government had provided guidance but no substantive support. IL suggested that there were several resources on cyber security from the NAO and GIAA.

## 3 **Team risks: transport teams, CEO team**

DS had met with SA, Guy and Mike Hewitson (MH) to discuss the key risks. He had also spoken to DfT about the sub regional bodies including Transport for North's influence on funding. A stakeholder survey will be carried out with support from freelancers. There have been challenges with funding from Scotland as the relationship was viewed as being potentially 'too English'. AS agreed that stakeholder mapping was a priority, but that communication with stakeholders was very good and that key stakeholders had been identified. Stakeholder management would be embedded in the objectives for the managers.

JC explained that the CEO team's main risk was resourcing, given it was the smallest one in the organisation. He had spoken to AS on the matter that morning. A particular concern at present was the population of the committees, particularly the Campaigns Steering Group. A review of campaigning was being carried out at board level and that once the new chair was in place, they would reflect on the situation and develop a plan. The committee remained concerned about resilience in the team.

### 4.1 **Q2 information risk report**

The report by the SIRO was **noted**.

### 4.2 **Q2 information risk assessment and data map**

The data map was **noted**.

### 4.3 **Data protection compliance review 2021**

The committee noted good progress on the compliance review, and discussed the potential recruitment of an arm's length data protection officer for the future. JC agreed this should be considered and would be once the review had reported.

## 5 **Half yearly risk report**

IL explained that KD would be the author for this report for the November or December members' event. IL explained that she would have a transition meeting with KD, as she would be the next chair of the audit committee.

## **E Governance and scrutiny**

### 1 **Annual review: fraud policy**

KD suggested that the three most relevant key principles that staff need to consider should be included at the top of the policy, a suggestion with which the committee concurred. Otherwise the policy was **re-approved**.

**Action:** NH to consider updating policy with key principles at the top.

### 2 **Annual review: expenses policy**

There was a discussion about reviewing the London hotel cost allowance as this had been frozen for several years. KD suggested that there should be accountability and a balanced approach to spending public money. She suggested that key principles should be agreed upon and included when the policies were due to be updated. IL suggested that the app Certify should be used for non-executives who were travelling on business for Transport Focus. NH explained that the app had not yet been launched, but that once it had, it would be made clear that Certify should be used for expenses. It was noted that receipts were not given automatically with contactless payments. Otherwise the policy was **re-approved**.

## **F Staffing and remuneration**

### 1 **Staff forum update**

The staff forum has met regularly and there had been good engagement with staff. The forum was a useful sounding board and the big issue being discussed was returning to the office and hybrid working. The forum had provided valuable feedback on this.

### 2 **Absence and diversity report**

NH reported that the report was for the second quarter of the year. There had been a few cases of Covid and reactions to the vaccine, but no major outbreaks of Covid. The number of staff working from home has reduced and there has been an increase in staff returning to the office.

There was a discussion about the comparator that was used for the absence data. NH explained that the comparator was CIPD data, which included data from both the private and public sector.

IL asked about the consultation with staff and their views on returning to the office and conducting face-to-face meetings. NH explained that it was important to have a balance as some individuals were concerned about travelling to the office and/or meetings. He explained that there was ongoing dialogue with staff about returning to the office.

# Minutes

3 **Staff development update**

The committee noted AS's update on staff development.

**Other**

1 **Any other business**

AS, on behalf of Transport Focus, thanked IL as this was her last meeting as Chair of ARAC. IL had been an outstanding Chair and would be missed.

**Close**

The meeting concluded at 12.06

Date of next meeting: Wednesday 19 January 2022, 1000-1200

Signed as a true and accurate record of the meeting:

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Kate Denham, Chair

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Date

**TRANSPORT FOCUS WALES LIMITED**

Albany House, Ground floor west, 86 Petty France, London SW1H 9EA  
 Telephone 0300 123 0855

**BUSINESS MEETING NOTES**

Date: Friday 15 October 2021  
 Location: VIDEO CONFERENCE CALL ONLY  
 Time: 1400-1530  
**Classification: NOT PROTECTIVELY MARKED**

<b>Zoom Video Call</b>
------------------------

**Attended**

Jeff Halliwell	JH	Director, Chair and Chair Transport Focus
Cllr William Powell	WP	Director, and Board Member for Wales, Transport Focus
David Sidebottom	DS	Director
Nigel Holden	NH	Director
Anthony Smith	AS	Chief Executive, Transport Focus
David Beer	DB	Senior Manager Wales, Transport Focus
Stephanie Ahemor	SA	Board and governance executive
<b>Apologies</b>		
Jon Carter	JC	Secretary
Michelle Roles	MR	Stakeholder Manager Wales, Transport Focus
<i>Copy to</i>		
Hazel Philips	HP	Public affairs advisor

Item	Subject
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- |     |   |
|-----|---|
| 1   | <p><b>Chair’s opening remarks; apologies; declarations of interest.</b><br/>         Apologies were received from Jon Carter and Michelle Roles. No declarations of interest were made.</p> |
| 2.1 | <p><b>Notes from previous meeting: June 2021</b><br/>         Minutes were agreed as a true record of the meeting.</p>  |
| 2.2 | <p><b>Action points for updating not covered elsewhere</b><br/>         None.</p>   |

### **3 Reports**

#### **3.1 Operational report**

It was noted that this meeting was originally meant to be held in September. Therefore, the report would cover the period from May to the end of September. It was explained that Transport for Wales aims to produce a series of plans regarding future service provision for Mark 4. Mark 4 is a set of railway coaches to be put in place on the North-South service from Holyhead to Cardiff, this is the only service in Wales to hold a first class section. This will be refreshed with refurbished coaches with a first-class service provision on board. A multi-modal service design group has been brought together to look at different aspects of the service, Michelle is on the board. This allows Transport Focus a way to communicate insight and input into design.

Michelle aims to get TfW to think about first class provision on a wider basis, looking at the whole experience including booking tickets, signposting and customer service. There was discussion regarding how this would benefit all passengers travelling on the train. Mark 4 is now running, currently one service runs a day in each direction, this will be increased. Future plans are for services to run between Manchester and Cardiff.

The group commended Michelle for the engagements she has taken part in and the report produced for the meeting.

DB stated that active stakeholder engagement is suffering from Zoom fatigue. There has been reduced travelling on the network. The report notes the value of getting out and about on the network.

#### **3.2 Strategic issues report**

DB reported that work with the Senedd and government has blossomed. There has been a fresh team at Welsh government, work has been done to create and develop new relationships. Simon Jones, Director of Transport Infrastructure at Welsh government has now gone. There are now three deputy directors of transport, Helen Ryder, Rob Kent Smith and Steven Owen. Michelle and David have now met with all three deputy directors. A meeting will set up including Guy to discuss work in England on roads.

A bus partnership board has been put together to look at the bus strategy in Wales. There will also be passenger representation from Transport Focus. DB has discussed the approach used in England.

Contact has been made with the ministerial team at the Senedd. The Senedd committee has now been formed. There is also a cross-party group on transport. They appreciate the work Transport Focus has done, particularly on Project Future.

AS suggested that sustainability is included on a Welsh version of a future workplan.

DB remarked that it was felt that the ambition from the White paper was not strong enough. Lee Waters wants a bus strategy, this is now being looked at by Welsh government and the bus partnership board will feed into this. DB added that bus passengers do not have the same voice as rail passengers in Wales and this must be redressed. It was emphasised that bus will continue to be a key priority for future work in Wales.

## **4 Other issues / updates**

### **4.1 Transport Focus Wales Workplan (2021-22)**

A workplan has been drafted based on the organisation's workplan with a flavour of Wales. Rail reform and its impact on Wales in terms of cross border collaboration and cooperation has been looked at, including how services develop. The bus strategy and it's look and feel in Wales is included.

The group suggested raising the level of engagement with UK government in Wales. A recommendation was a board to look at the investment in rail in Wales. DB has raised this with the routes advisory board who have written to the government demonstrating their willingness to engage.

It was agreed a Welsh opportunities and risk session would be a good idea in this context.

### **4.2 Fflecsi research update**

Flexible bus services are being piloted in Wales. Transport Focus will match fund TfW's budget. A number of pilots have been researched and a number of focus groups have taken place. As this is a booked service, passengers have been contacted to participate in research. It has been more difficult to get feedback from non-users. The interim report from the research agency came at an additional cost, as it was not originally budgeted for. The report contains very useful, in-depth results. Results from Teeside and Sevenoaks are also contained within the report, this provides benchmarking to England.

## **5 Finance**

### **5.1 Management accounts year to date (September 2021)**

Slightly in excess of the budget for staff costs, this may be due to Fflecsi work taking slightly longer than anticipated. Costs are within the forecast surplus. So far, a small surplus has been forecast for the year for the company.



**6 Any other business**

It was agreed that the 3 Nov meeting would be used for a risk workshop for Wales.

Dates of next meetings:

**Wednesday 03 November 2021 1000-1130 (Risk workshop)**

**Wednesday 12 January 2022 1000-1130**





**TRANSPORT FOCUS SCOTLAND LIMITED**

Albany House, Ground floor west, 86 Petty France, London SW1H 9EA

Telephone 0300 123 0855

**BUSINESS MEETING NOTES**

Date: Wednesday 06 October 2021  
 Location: Video Conference Call Only (see Zoom Link in Calendar)  
 Time: 1000-1130  
 Classification: **NOT PROTECTIVELY MARKED**

**Attended**

Jeff Halliwell	JH	Director, and Chair, Transport Focus
Trisha McAuley OBE	TM	Director, and Transport Focus Board Member for Scotland
Jon Carter	JC	Secretary
David Sidebottom	DS	Director, and Director, Transport Focus
Nigel Holden	NH	Director, and Corporate Services Director, Transport Focus
Robert Samson	RS	Senior Stakeholder Manager Scotland, Transport Focus
Anthony Smith	AS	Chief Executive, Transport Focus

Item	Subject	Action reference (if any)
1	<b>Chair’s opening remarks</b> JH welcomed everyone to the meeting.	
2	<b>Notes from previous meeting (July 2021)</b> These were agreed.	
3	<b>Actions:</b>	
3.1	<b>TFS 2021-022 (NTS/TCP) (NH/RS)</b> Robert had produced a short note on TS procurement of externally commissioned research. TM noted that registering as a supplier was fairly straightforward, but everyone had to use it. NH noted that we needed to decide which ‘brand’ we used to register, but that TFSL was not yet trading. JH thought it might be best to register both TF and TFSL given the remit difficulties.	<b>TFS 2122-023</b> NH to register both TF and TFSL (Dec 21)
4	<b>Feedback from risk workshop</b> TM thought the workshop was very useful and noted the actions arising from it. The stakeholder survey and the	

sustainability agenda were particularly important. We needed to ensure we got on with what we had agreed. DS noted buses in particular was something to action soon, based on the good work in England. AS also commented that our EV work was also readily transferable. He felt that our GB wide risks and opportunities were directly relevant to our work in Scotland. RS noted that driving behavioural change was of key importance – especially promoting alternatives to car use – this included the whole area of road pricing, although most tolls had now been abolished in Scotland. TM sounded a note of caution in respect of rural areas where currently a car was essential, and there may some lessons from digital switchover to be learned. RS recalled an experiment the old RPC had run in which a handful of people had been given a monthly season ticket and asked to keep a travel diary. The workplan for Scotland also needed finalising.

**TFS 2122-024**  
RS to dig out previous work (Dec 21)

**TFS2122-025**  
JC to add actions from workshop (Dec 21)

#### **4 Current issues and work across modes in Scotland**

##### **4.1 Recap on Graeme Day MSP meeting and idea of sending him monthly updates on our work**

The meeting with the Minister had gone well; he had been particularly interested in our bus work. The industrial action on ScotRail was a particular concern. The idea of a regular update was agreed as a good idea.

**TFS 2122-026**  
DS/RS to develop report for Minister (Dec 21)

##### **4.2 Rail: emergency measures**

RS noted on the EMA's now in place for ScotRail and Caledonian Sleeper; the latter had an upcoming contract break clause which might be exercised later this year, although it was not clear how a public sector arrangement would have any greater benefits. AS was concerned about the likely longer-term outcomes of ScotRail being taking into public ownership. RS noted it was likely there would be relationship difficulties between GBR and TS. DS noted the Union Connectivity report was due imminently.

RS commented on staff shortages across the rail and bus industry in Scotland, currently impacting service delivery.

##### **4.3 Rail: ScotRail May 2022 Timetable Consultation: response**

RS noted that over 3,500 responses had been received to the consultation. The timetable was based on only 50% of passengers returning to rail and was now with Network Rail for deliverability assessment. The proposals were likely to change substantially before they were published. There were

links with the LNER timetable resulting in capacity issues on the northern section of the route, which ORR had deferred resolving until 2023. Nonetheless, travel between Edinburgh and London currently remained expensive given the limited capacity. The imminent launch of the Open Access service “Lumo” was noted.

**4.4 Bus: Part III Transport (Scotland) Act 2019 (Bus Services) – consultation response**

RS noted the consultation was legalistic and structural and a brief response was submitted accordingly.

**4.5 Decarbonising the Scottish Transport Sector – see executive summary pages 1-11**

RS noted progress on the sustainability agenda with both rail and bus. 2035 was the target date for an electrified or hydrogen powered railway network in Scotland. TM observed that success would be limited without serious behavioural change.

**4.6 [COP 26 Glasgow October – November 2021](#)**

AS explained the arrangements for the upcoming events in Glasgow. 10 November was identified as ‘transport day’. DS set out our work within the umbrella group for contributing to the proceedings, which included SusTrans, and which had been complicated to say the least. RS noted the difficulties on transport planning given the complicated nature of the various events, and the current industrial action. AS had been invited to an Oxera event at Dunblane as part of the convention and would be travelling up on 09 November. It was noted with some relief that Transport Focus had not been more intimately involved with the programme of events.

**5 [Business Update](#)**

**5.1 Transport Scotland research strategy 2021-24**

TS had recently published their research strategy for the next three years. Transport Focus needed to consider how it might be involved – this needed some further work, but there were opportunities available. TM noted the hierarchy of commissioning was unfortunate, but not unexpected. AS asked TM and RS to keep an eye open for a Scottish freelancer who might assist with future work.

**5.2 Transport Focus Scotland workplan October 2021-March 2022**

RS noted the progress on a tailored work plan for Scotland which should be in final form this week. RS would circulate to the Board. DS would ask David Beer to do the same for Wales.

**TFS 2122-027**  
RS to circulate workplan to Board (Oct 21)

**6 Scotland board member's update**

TM noted recent and upcoming stakeholder events. The chair of Consumer Scotland had been in touch with a view to setting up a meeting. She was also to speak at a built environment conference later in October on transport and net zero issues. She planned to discuss her speech with Robert and David. The Rail North of the Border was to take place next March with which TM would also be involved. RS had also attended a recent Queen Street reopening event at which Philip Mendelsohn had also been present. RS noted it was a very good and well attended event – he had successfully tweeted about it.

AS suggested there were opportunities to promote charter services similar to those on the S&C line on the far north and other lines, given the enthusiasm of the stakeholder community in such areas.

**7 Any Other business**

JC noted that the TFSL confirmation statement was due on Friday and would be filed based on current regulatory information, which the directors agreed.

There being no other business the meeting closed at 1110 hrs.

**TFS 2122-028**  
JC to file confirmation statement (Oct 21)

Date of next meeting: **Wednesday 8 December 2021, 1000-1130**

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-008
WHEN CIRCULATED	25/10/2021
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	October 2021-01
DEADLINE FOR RESPONSES	29/10/2021
PROPOSAL OR PROJECT	London Office Relocation RfC
REFERENCE OR PROJECT CODE	118
PROJECT CATEGORY (IF PROJECT)	B: DfT Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	£16,600
SPONSOR	Nigel Holden
AUTHOR OR PROJECT MANAGER	Nigel Holden

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	B	I have noted the email conversation between Jon Carter and Kate Denham - this provided helpful context to enable my approval.
Kate Denham	B	Just struggling a bit to see in the project workbook the original budget for the project and what contingency we had applied to that? This overspend of 11% seems fairly typical/if anything below expected overspends on these types of office moves and it feels like a good budget would have reflected that originally? I know we have talked about optimism bias in budget setting before but worth just a reminder that thinking about contingency / trying to apply a bit of negativity bias makes for better numbers! Also just to add that this is actually a retrospective request for change, therefore we can't really 'not approve' it as I assume the money has been spent. So would be good to have a think about at what point in the process it was clear that would happen and if an opportunity for genuine board oversight could have been created.
Isabel Liu	A	
Theo de Pencier	B	Reasonable explanation but I would have appreciated a 'heads up' when the likely overspend was first detected rather than approving retrospectively when already spent.
Cllr William Powell	A	
Arthur Leathley	B	As mentioned through emails, some learning here to flag up any cost overruns, although these seem inevitable on a project such as this
Rob Wilson	NR	
Keith Richards	A	

### Key to references

A	Yes, I am content
B	Yes, I am content but want to make one or more points for the record (please do so)
C	I need more information to reach a decision (please state what)
D	A decision on this proposal should await an opportunity for the Board to discuss it (please explain why)
E	No, I am not content (please explain why not)
NR	No response

### CEO Team record

Responses recorded by:	Jon Carter
<b>Decision reached</b>	<b>Approved</b>
Feedback to sponsor, author and CS	29/10/2021
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Nov-21

<b>Board Meeting</b>	<b>Nov 21 BM</b>	<b>Meeting date</b>	<b>17/11/21</b>	<b>Agenda item</b>	<b>B 4.2</b>
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Purpose of submission	For information only	Type of submission	Report
<b>Report Title</b>	Board committees – membership with effect from 1 November 2021		
<b>Sponsor</b>	Jeff Halliwell		
<b>Author(s)</b>	Jon Carter		

<b>Summary</b>
<p>Section 3 of Part A of the <i>Transport Focus Constitution General</i> provides (inter alia) as follows:</p> <p>1.1 The Board shall establish committees for any purpose or function and may delegate duties and/or powers to such committees or to the Chairman or the Chief Executive</p> <p>1.3 All sub committees must report back to the full board as soon as is reasonably practicable</p> <p>1.4 The Board shall establish, by resolution, and may from time to time review and amend the terms of reference for any committee; such terms shall include but not be limited to membership, responsibilities and number of meetings required per year</p> <p><b>1.5 The Chairman of the Board shall nominate the members of each committee and these nominations shall have effect when they are endorsed by the Board;</b> membership of committees is usually for a three year period but is reviewed annually, if necessary.</p>

<b>Recommendations (if decision or approval required)</b>
The Board is therefore asked to approve the updated arrangements previously discussed.



**Further details**

Audit and Risk Assurance Committee

Kate Denham (Chair)

Arthur Leathley

Theo de Pencier

Statistics Governance Group (SGG)

Rob Wilson (Chair)

Alan Benson (London TravelWatch)

Trisha McAuley OBE

Passenger Contact Group

Cllr William Powell (Chair)

Keith Richards

Arthur Leathley

Campaigns Steering Group

This group is currently on hold pending further discussion and agreement on our campaigning activity, but technically membership is Rob Wilson, Theo de Pencier and Laura Osborne (London TravelWatch)

**Equalities Impact Assessment screen**

Sometimes, an equalities impact assessment (EIA) is required for a given project, proposal, recommendation or suggestion. To help decide whether a full EIA is required, a screen must be undertaken. Please choose the correct impact value from those in the following table and, if **major**, link it to an explanation below. Finally, select the most appropriate conclusion. **The completion of this section is NOT optional.**

Gender	Age	Sexual orient'n	Disability	Marital status	Political belief	Religious belief	Racial group
1. What is the likely impact on equality of opportunity for those affected by this policy, for each of the Section 75 equality categories?							
None	None	None	None	None	None	None	None
2. Are there opportunities to better promote equality of opportunity for people within the Section 75 equalities categories?							
None	None	None	None	None	None	None	None
3. To what extent is the policy likely to impact on good relations between people of different religious belief, political opinion or racial group?							
					None	None	None
4. Are there opportunities to better promote good relations between people of different religious belief, political opinion or racial group?							
					None	None	None

**If you have answered 'major' in any of the above boxes, please say what you propose to do about it:**

*Conclusion*

**Based on the information above, and having regard to the detailed guidance, the sponsor and author of this paper agree that in respect of a full equalities impact assessment (EIA):**

**A full EIA is not required**

## Transport Focus workplan: October 2021-March 2022

### 1. Overview

Transport Focus aims to make a difference and make transport better for those who use it.

Transport Focus therefore needs to be relevant, effective and useful in what we do so we can make that difference.

The challenges facing the transport world are significant, requiring long term changes. The user view needs to be at the heart of the decisions being made to meet those challenges.

The biggest long-term challenge is the decarbonisation of transport with government priorities set out in the *Transport Decarbonisation Plan*, Transport Scotland's *Rail Services Decarbonisation Action Plan* and the Welsh Government's *A route map for decarbonisation across the Welsh public sector* (including rail services).

To be successful, sustainable transport choices must be attractive to users. This provides the spur to our work in enabling sustainable travel choices. So we are also ensuring that the major reforms to rail in Great Britain and bus in England bring improvements to passengers.

As the impact of the Covid-19 pandemic recedes – hopefully for good – we must build back a better, fairer, safer public transport system that is attractive to passengers.

In considering these challenges, Transport Focus has identified significant opportunities in the coming months:

- Contributing the user view on changes arising from the *Transport Decarbonisation Plan* and similar initiatives in Scotland and Wales, the creation of Great British Railways, the National Bus Strategy and developments in electric vehicle charging in particular.
- Leading the debate about post-Covid and climate-related behaviour change in transport.
- Continuing to develop cutting edge, rapid, digital, flexible (including at different geographical levels), cost-effective insight that is representative of transport users.

Our innovative, evidenced-based advocacy provides the bedrock for dealing with these tasks: translating insight into action.

Here we set out our plans for the next six months.

## 2. Introduction

### What should Transport Focus work on now?

#### *Reducing carbon emissions in transport*

The decarbonisation agenda has become central to the transport debate given the UN Climate Change Conference in the autumn of 2021 and the Government's *Transport Decarbonisation Plan*, published in July. The need to act is urgent and the programme of action outlined in the plan will be challenging. To be effective, the priorities will need to be implemented in a way to make it easy for transport users to take forward. We will continue the insight we have already begun to find what can help people change their behaviour.

#### *Working towards a post-Covid normality*

The Covid-19 vaccination programme has brought greater certainty to our lives. An optimistic scenario is that the effect of Covid-19 and other diseases will be minimal during this period and beyond.

But it is likely that we will need to live with Covid-19 in some form and for some time, assuming its potency recedes. We have learnt a lot since March 2020 to adapt our work. Readjustments will be needed if there is more homeworking and hence less commuting. This might include changes to ticket retailing and different messaging to encourage transport users to use public transport.

We will therefore help operators and other decision makers to enable passengers to feel confident travelling on public transport. We have already been categorising passengers into different segments to help with this.

We anticipate that road travel will continue to return/grow so that our work with National Highways maintains relevance on behalf of road users, whether in a car, coach, lorry or van, riding a motorbike, bicycle or horse, or on foot.

#### *Strategic reforms in rail and bus*

Earlier in 2021, the Government published two significant reforms: *The Williams-Shapps Rail Plan* and the *Bus Strategy for England*. These will result in significant changes in rail and bus. Given the climate challenge, it is vital that the public transport system is one that people actively want to use if they are to be encouraged to use it.

On rail, the implementation of the plan will take some time. We are working to ensure that passengers remain at the heart of the changes and also to adapt Transport Focus to the changes it will undergo.

On bus, after briefing local transport authorities on developing passenger-centred Bus Service Improvement Plans through seminars and guidance documents, we will move onto the next phase of the Strategy. In the autumn we will focus on regular, ongoing engagement with a wide range of stakeholders as they develop their Enhanced Partnership proposals. A formal consultation process must be followed with a number of statutory consultees. Transport Focus is one of the statutory consultees and expects to formally review each LTA's proposal in early 2022.

### *Campaigns*

Two of our three campaigns were curtailed during 2020-21, and *Sort My Sign* continues in a low-key way during the pandemic.

### *Diversity matters*

We continue to review the diversity of the people we talk to in our insight and other work so we hear much more from the seldom heard. We must ensure that our own people are as diverse and inclusive as possible, so we are more effective and useful in representing transport users.

### *The next six months*

In particular, we will:

- Ensure that the user view is at the heart of decarbonising transport so as to help people change to more sustainable travel
- Help rebuild passenger confidence in using public transport post pandemic guided by their needs, experiences and new ways of living
- Advocate for the user as rail reforms progresses towards implementation
- Advocate for the user in bus reforms in England by helping local authorities develop a passenger-centred service
- Continue to refresh our insight and adapt it to the new circumstances
- Continue to identify barriers to transport for those with disabilities to help improve their access to it
- Improve the organisation's inclusivity and diversity, including extending the reach of our insight
- Continue our *Sort my Sign* campaign and challenge National Highways to address the issues raised.

## **3. Meeting the transport challenges**

### **3.1 Decarbonisation challenge**

The Government's *Transport Decarbonisation Plan*, published in July 2021, sets out challenging targets. Some of these will require transport users to make significant changes to the way they travel. To achieve the plan's priorities and targets, users' attitudes will need to be at the core to be effective. We know much about public transport users and needs beyond making sure that public transport is an attractive and convenient way to get around (see below).

We will continue to identify barriers that consumers face as we have with, for example, the take up of electric vehicles and their charging. But there is much more to do:

- build on our sustainability research to identify potential behaviour change methods to help a significant modal shift to walking, cycling and public transport
- *Continue to understand and research ways to help and support transport users to choose greener transport*

### **3.2 Remodelling transport user insight post Covid-19**

Insight underpins everything we do. For more than a year, since the Covid-19 pandemic began, our insight was remodelled to adapt to the changed world. For

example, we monitored and identified people's satisfaction towards different aspects of public transport during Covid-19. Using this data, our segmentation work has identified different types of users in such a way that helps the transport industry engage with their passengers to give them confidence to travel as (hopefully) Covid-19 diminishes.

The pandemic has given us an opportunity to adapt some of our insight methods, which we will take into the new world.

We will continue to:

- Build on our highly successful and widely used omnibus survey of public attitudes to travel, covering all modes including road use. This will be subject to the state of the recovery and adequate funding. We will adapt their frequency and content according to external developments.
- Use the segmentation we developed to identify different types of users, mining the omnibus data gathered
- Develop our new passenger satisfaction surveys for users of rail, bus and tram journeys. They will be faster, always-on digital surveys. In the interim, we will still conduct passenger satisfaction surveys for train and bus. This will enable us to gather and publish the views of representative samples of users or potential users of different types of transport and allow for more targeted, immediate and effective interventions
- Use our expanded and refreshed Transport User Panel to explore user issues in more depth.

### **3.3 Balancing supply and demand in public transport**

Uncertainty is likely to remain on when and whether passenger numbers return to pre-Covid levels. Lower levels could have an impact on income to the transport providers and their financial sustainability. This could be further exacerbated by funding pressures.

If the levels of bus and rail services were to reduce, we would work to ensure any reductions were proportionate, temporary and, wherever possible, not reduce choice in certain areas. Tough decisions by local/national bodies are best informed by data and evidence and through consultation with users and communities.

### **3.4 National Bus Strategy for England**

The Government's new strategy *Bus Back Better* puts new emphasis on improving bus services in England. It proposes investment on what we know from our research are current bus passengers' priorities: more services running more reliably and providing better value.

We have begun a successful engagement with local authorities in England who are starting to develop the necessary Bus Service Improvement Plans (BSIPs) ahead of implementing Enhanced Partnerships through the provisions set out in the strategy. We aim to be useful to them in providing a passenger-focused bus service. We will also work with the Government, bus operators and transport authorities to make sure passengers' needs are core to the new arrangements. This includes continuing to:

- Develop a series of guides and toolkits to support Local Transport Authorities (LTAs) in developing their BSIPs.

- Continue to run webinars with LTAs to share our guides and toolkits to assist them with the preparation of BSIPs and Enhanced Partnerships.
- Develop a new measurement of bus user satisfaction to assess the impact of new investment and activities to be part of the new arrangements.
- Be a member of the working group to oversee the delivery of the first Bus Centre of Excellence.

During this period, we will be consulted by the LTAs, on a statutory basis, on their Enhanced Partnerships. We have told them what features we are looking for.

### **3.5 Rail reform**

The *Williams-Shapps Plan for Rail*, published in May 2021, sets out fundamental changes to the operation of the railways in Britain. They will have implications for passengers. The imperative for meeting passengers' needs may increase especially if the railway can no longer rely on the commuter market and it needs to develop as a more sustainable form of transport.

We will continue to work with the Department for Transport (DfT) to ensure that the proposals for the new railway remain passenger focused. We will transform our own structure to deliver the different passenger champion requirements set out in the plan. These requirements include

- sharing best practice from across different transport services
- researching passengers' experience of rail travel and engaging with them
- investigating where passengers are being failed and escalating concerns to the Secretary of State
- taking on the role of monitoring passenger complaint volumes from the Office of Rail and Road (ORR).

We will also continue to work with DfT on rail fares and ticketing reform.

### **3.6 Making a difference for passengers**

We will continue to advocate for transport users at a city/region level as tough decisions on long-term public transport priorities are made across major city regions. This will be achieved through our roles in chairing and representing passengers on strategic bodies<sup>1</sup>.

## **4. Making a difference for road users**

England's motorways and major 'A' roads, the strategic road network, are crucial to the country. As traffic continues to recover from the impacts of the Covid-19 pandemic, we will continue to represent the interests of all who use National Highways' roads, whether in a car, coach, lorry or van, riding a motorbike, bicycle or horse, or on foot.

As decisions start to be made about the Government's third road investment

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<sup>1</sup>West Midlands Bus Alliance, Bristol City Transport Board, Liverpool City Region Bus Alliance, West Yorkshire Bus Alliance, Cambridgeshire and Peterborough Combined Authority bus partnership, Mayor for Greater Manchester's Transport Board, Transport for the North's Partnership Board, Pan, London Strategy Group (rail), Transport for Wales Advisory Panel, Scotland's Rail Recovery Task Force

strategy (RIS3) for 2025-30, we will ensure that findings from our road users' priorities for improvement research are at the heart of discussions. We will produce a summary of road user requirements from RIS3, including those of cyclists, pedestrians and equestrians, the logistics and coach sectors and those who are seeking to switch to an electric vehicle.

Having trialled the innovative use of social media to encourage road users to report signs that need fixing through *Sort My Sign*, we will continue to press National Highways to solve the problems identified and find long-term solutions to recurring, generic issues. Clear road signs mean easier, safer journeys. If it's not clear, it's not safe.

## **5. Inclusive transport**

While all our work benefits all transport users, the needs of disabled users require additional focus. We have boosted this area of our work and will continue to do so.

- We will continue to boost our capacity to engage with disabled passengers, motorists and stakeholder groups. Our refreshed and expanding Transport User Panel is helping with this. We will also continue to identify new partners we can work with among disability stakeholders.
- We are planning to trial a new digital format for our Accessibility Forum in 2022.
- Continue to represent road users on National Highways' Roads for All Forum.

## **6. A well run and governed, effective organisation that is seen and heard by transport users and decision makers**

In order to maximise our external relations efforts, we will ask our stakeholders what they would like to hear from us about. We will continue our programme of public board and other meetings both face to face and digitally, using innovative digital channels to encourage greater participation and engagement.

We will broaden and deepen our engagement with transport users to improve the representativeness of our insight, including the Transport User Panel. To assist in this, we will continue to explain more about our role in helping users. We will continue to extend our communications reach to more consumers and stakeholders through the use of social media, videos and podcasts.

We will continue to explore and develop ways to improve the accessibility of our output.

In addition to enhancing our representativeness of our insight, we are planning to increase the diversity and inclusion in our Board and staff recruitment processes by communicating with a broader range of people. Monitoring Board and staff attitudes to this will be part of raising awareness of the issue internally.

We will continue to deepen our fruitful relationship with London TravelWatch



enabling us to deliver more integrated user representation and better value for money.

We'll continue to run our 24/7 press office, service the website and social media channels, continually update our popular data hub and the new 'barometer' dashboard and investigate new ways to bring the work of Transport Focus to the attention of those who need it. We will also continue our high-quality publications output, including insight reports and stakeholder newsletters. We will continue to explore opportunities to run large-scale consumer-facing campaigns where appropriate.

The delivery of this plan relies on our staff who have demonstrated their effectiveness and resilience during the past 18 months. As we look to return to more normal working, we will trial hybrid working arrangements to maximise the better features of our experience of operating during Covid-19 and to ensure staff feel safe going out to meetings. We will ensure our policies and systems continue to provide flexible and safe working.

We will continue to focus on internal communications to ensure we maintain the improvements in information sharing made during lockdown, and to support the business as it adjusts to a new way of working.

*Please note, more detailed projects are set out in the attached Appendix.*

**October 2021**

## Appendix: Detailed projects for October 2021-March 2022 Workplan

### 1. Rail

- 1.1 Continuing to represent passengers on Network Rail's supervisory boards across England and Wales. In their Wales & Western Region we will be helping them develop their customer proposition through providing insight such as passenger priorities. This approach could also develop in other regions and prepare the way for the implementation of the White Paper.
- 1.2 We are working with Transport for Wales to provide consumer led insight to wider transport needs in South East Wales.
- 1.3 Boosting the rail user voice. Some train companies fund additional consumer representation on behalf of their passengers. Transport Focus will carry out extra work on behalf of those using Great Western Railway, Greater Anglia, Northern Trains, South Western Railway, TransPennine Express, West Midlands Trains, Transport for Wales and Network Rail Wales.
- 1.4 Continuing our role representing passengers' interests on licence conditions and policies such as Accessible Transport Policies, National Rail Conditions of Carriage, ticket office opening hours, complaints handling procedures and Penalty Fare schemes.
- 1.5 Continuing to work with DfT on rail contracts.
- 1.6 Our complaints handling, alongside London TravelWatch will continue. We will also respond to ORR's complaints handling guidance.

### 2. Bus

- 2.1 Identify industry best practices as Government and industry move towards new partnership arrangement
- 2.2 Developing new ways of conducting bus passenger surveys whether it be the gathering of data or the liaison and follow up with the operators and authorities on that data.

### 3 Roads

**3.1 Measuring and reporting consumer opinion.** As required by the second Road Investment Strategy, we will:

- Carry out the Strategic Roads User Survey (SRUS) to continuously measure satisfaction with journeys on National Highways' roads and contribute to discussions about the target to apply from 2022
- Carry out the Logistics & Coach Survey: Strategic Roads every four months to measure satisfaction with National Highways' roads among businesses in these sectors
- Continue the development of our new survey into the needs of cyclists, pedestrians and equestrians using National Highways' roads
- Develop a new survey to measure satisfaction with the user experience when charging an electric vehicle on, and potentially close to, National Highways' roads.

**3.2 Ensuring road users' priorities are at the heart of the third Road Investment Strategy 2025-30 (RIS3),** we will:

- Following publication of new insight into road user priorities for improvement to

National Highways' roads, we will provide and publish our advice about road user priorities for RIS3.

- Building on that advice, work with the DfT, National Highways and ORR to bring the road user view to the development of RIS3.
- Continue to work with National Highways, DfT and ORR to ensure the yardsticks used in RIS3 – and in some cases before – properly measure what matters to users.

### **3.3 Holding National Highways to account on behalf of consumers**

We will:

- Ensure that National Highways responds appropriately to our recommendations following research into road user experiences of all-lane running smart motorways. These include
  - implementing the conclusions of DfT's evidence stocktake as rapidly as possible and report publicly on progress. This includes the introduction of stopped vehicle detection technology.
  - increasing efforts to communicate practical advice, including what to do if you break down.
  - helping drivers understand that there's a coherent system - staff and technology - compensating for no hard shoulder.
  - in the tone of communications, acknowledge that drivers have reasonable concerns about having no hard shoulder - guard against downplaying them.
  - working with Government and the police to increase compliance with the law, particularly the 'red X'.
  - measuring, and striving to continuously improve, performance on each all-lane running section in respect of:
    - time to spot a stopped vehicle
    - time to then display 'red X'
    - time taken for traffic officer or emergency services to arrive.
- Explore whether arrangements to protect the welfare of those who are stranded on Highways England's roads are adequate, including in the event of disruption to cross-channel traffic.
- Continue to review Highways England's actions in light of previous Transport Focus's recommendations. We'll acknowledge progress so far and push them to go further where necessary. The key areas include:
  - Roadworks management
  - Managing disruption and the lessons learned from it
  - Road surface quality.

### **4. Disabled transport users**

We will

- Continue to identify partners with whom we can work from the disability organisations
- Explore opportunities to further improve accessibility for transport users in the Rail White Paper and bus strategy
- Continue to comment on train company Accessible Travel Policies and consultations on exemptions from accessibility regulations for trains, stations and rail replacement vehicles.