

Board Meeting	Date	30/03/22	Time	10.30-12.30	Venue	Zoom
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Time	Item	Subject	Leading
<b>Part A</b>		<b>Public Affairs</b>	
10.30	1	Chair's welcome and opening remarks; apologies and introductions; declarations of conflicts of interest.	<b>Jeff Halliwell</b> Chair, Transport Focus
10.35	2	Omnibus survey- what is it telling us?	<b>Louise Coward</b> , Head of Insight, Transport Focus
10.50	3	Road user issues- what is SRUS telling us?	<b>Guy Dangerfield</b> , Head of Strategy, Transport Focus
11:05	4	Bus Service Improvement Plans: our work	<b>David Sidebottom</b> , Director, Transport Focus
<b>Part B</b>		<b>Updates</b>	
11.15	1	Rail reform update	<b>Mike Hewitson</b> , Head of Policy, Transport Focus
11.25	2	Sort My Sign update	<b>Joanne Trotman</b> , Stakeholder Manager, Transport Focus
11.35	3	Project Future update	<b>Ian Wright</b> , Head of Innovation and Partnerships, Transport Focus
11.45	4	Insight update	<b>Louise Coward</b> , Head of Insight, Transport Focus
11.55		Break	

Part C		Corporate affairs			
12.05	1	Transport Focus workplan 2022-23	Anthony Smith	Approval	✓
	2	Transport Focus budget 2022-23	Nigel Holden	Approval	✓
12.15	3	Board meeting minutes: November 2021	Jeff Halliwell	Approval	✓
	4	<b><u>Committee meeting minutes:</u></b>			
	4.1	Statistics Governance Group (December 2021) (March 2022 verbal update)	Rob Wilson	Information	✓
	4.2	Audit and Risk Assurance Committee (January 2022)	Arthur Leathley	Information	✓
	5	<b><u>Reports from subsidiaries:</u></b>			
	5.1	Transport Focus Wales Limited (January 2022)	William Powell	Information	
	5.2	Transport Focus Scotland (December 2021)	Trisha McAuley OBE	Information	
	6	<b><u>For noting by the Board</u></b>			
		<i>Items previously discussed and/or approved out of meeting:</i>	Jeff Halliwell	Ratification	
	6.1	BRD2122-009 #171 DfT TOC Mystery Shopping			✓
	6.2	BRD2122-010 #170 MSUS 2022			✓
	6.3	BRD2122-011 Updated Transport Focus / London TravelWatch Collaboration Agreement			✓
	6.4	BRD2122-012 #168 Tyne Tunnel Critical Friend			
	6.5	BRD2122-013 #175 Lorry Drivers Facilities Survey Pilot			
	6.6	BRD2122-014 #162 Bus and Rail Passenger Satisfaction Measurement using Omnibus (RfC)			
	6.7	BRD2122-015 #180 Your rail journey			
	6.8	BRD2122-016 #181 Your bus journey			
	6.9	BRD2122-017 #153 Measuring the on the day passenger experience of using public transport (RfC)			
	6.10	BRD2122-018 171 171 DfT TOC Mystery Shopping (RfC)			
	6.11	BRD2122-019 #170 MSUS 2022 (RfC)			

	7	Governance arrangements 2022-23	Jon Carter	✓
12.30		Any other business Close		



# Transport Focus workplan:

April 2022-March 2023

# 1. Overview

**Transport Focus aims to make a difference by making transport better for those who use it and those who could possibly use it. The challenges facing the transport world in 2022-23 are significant, requiring long-term changes with ambitious policies to help deliver that change.**

During 2021-22, decarbonisation of transport became the biggest long-term challenge with COP26 and 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. The question now is how the transport sector decarbonises and how consumers are taken on that journey.

Also, major reforms to rail in Great Britain and bus in England will roll out during 2022-23. These are expected to bring improvements to passengers, making them attractive ways to get around and providing more sustainable choices.

Our role is to ensure that the user view is at the heart of these changes. We reflect back transport user attitudes and experiences to decisionmakers and providers of transport so they can better meet users' needs.

Transport Focus has identified these opportunities in the coming year:

- contributing the user view on changes arising from, in particular, the Transport Decarbonisation Plan and similar initiatives in Scotland and Wales, the creation of Great British Railways, the National Bus Strategy in England and developments in electric vehicle (EV) charging
- leading the debate about climate-related behaviour change in transport
- continuing to develop cutting-edge, rapid, cost-effective insight that is representative of transport users, providing speedy feedback.

In the light of these opportunities and challenges in the transport world, we set out our workplan for 2022-23.

<b>Transport Focus – the transport user watchdog</b> <i>Making a difference by being <b>useful, relevant, consumer-focused</b> and <b>evidence-based</b></i>	
Overarching theme: <b>Decarbonising transport</b>	
Outcome 1	Outcome 2
transport decarbonisation policies taking account of the user	rail - improved passenger experience and increased use, particularly arising from rail reform
Outcome 3	Outcome 4
bus - improved passenger experience and increased use, particularly arising from bus reform	a more reliable strategic road network improving satisfaction for its users
<b>To support the delivery of these outcomes, we will:</b> <ul style="list-style-type: none"> <li>• continue refreshing our insight, adapting it to new circumstances and creating new and innovative products which are useful to those who make decisions about transport</li> <li>• improve the diversity of those we talk to in our insight and those we employ and work with</li> <li>• operate a well-run, well-governed and effective organisation that is seen and heard by transport users and decision makers</li> <li>• monitor the impact of the Covid-19 pandemic and its impact on transport users and the organisation as necessary.</li> </ul>	

## 2. Our outcomes for 2022-23

### Outcome 1: transport decarbonisation policies taking account of the user

#### We will do this through

- conducting research into the consumer experience of charging electric vehicles on National Highways' roads including a benchmark for measuring future change
- researching consumer views about paying for road use as we move to a post-fossil fuel era.
- contributing to the debate on behaviour change and transport through a series of webinars
- ensuring that rail and bus service reforms result in attractive forms of sustainable transport for passengers (see outcomes 2 and 3).

To achieve decarbonisation in transport, users' attitudes and experiences must be at the core of any changes. Consumers face barriers, as we have seen with the take-up of electric vehicles (EVs) and their charging. We will be conducting research into the consumer experience charging an EV at services on National Highways'

roads, covering different chargepoint operators. This will establish a benchmark from which we can measure future change.

We have begun gathering insight on transport users' views and attitudes towards sustainable transport and this will continue.

### Outcome 2: rail - improved passenger experience and increased use, particularly arising from rail reform

#### We will do this through

- working with the Department for Transport to shape the rail reform plans and with Great British Railways as it implements reform delivery plans
- transforming our own structure to take on new passenger champion responsibilities including monitoring and investigating passenger concerns and escalating where necessary, getting more involved in monitoring passenger complaints
- working on reforming rail fares, retailing, ticketing and rollout of contactless payments.

The implementation of the ambitious Williams-Shapps Plan for Rail will progress in 2022-23, starting to make a

difference to passengers in England. Transport Focus will evolve to take on new passenger champion responsibilities.

### Outcome 3: Improved passenger experience and increased use, particularly arising from bus reform

#### We will do this through

- engaging with the progress of bus reform
- building on our partnership working with local transport authorities (LTAs) and other bodies, continuing to provide appropriate advice and support
- developing our new bus passenger satisfaction survey for use by LTAs and others to benchmark their services and measure the impact of investment and other activities.

The National Bus Strategy for England provides an opportunity to improve bus services for passengers. It will move towards implementation in 2022-23.

We have already engaged with nearly all local transport authorities (LTAs) to help them develop passenger-focused plans.



## Outcome 4: a more reliable strategic road network improving satisfaction for its users

### We will do this through

- using our insight, particularly on user priorities for improvement, to advise on the development of the third Road Investment Strategy
- launching a new, ongoing survey to assess lorry driver satisfaction with, and priorities for improvement to, roadside facilities along National Highways' roads, including motorway service areas, 'A' road services and truck stops
- continuing to survey the consumer experience using National Highways' roads through the Strategic Roads User Survey, the Logistics and Coach Survey and our cyclists, pedestrians and equestrians research
- producing additional road user insights into perceptions of safety, as referenced in the Government's response to the Transport Committee smart motorways recommendations, and carry out any new research that is required.

National Highways' roads are crucial for the country's wealth and our wellbeing. Understanding the views of users, whether in a car, coach, lorry or van, on a motorbike, bicycle or horse, or on foot, is crucial to the effective operation of these roads.

Key issues in 2022-23 include ensuring road

users' views are at the heart of discussions about the Government's third road investment strategy (RIS3) for 2025-30. The lorry driver shortage has highlighted the importance of improving roadside facilities for lorry drivers so we will provide new insight on that subject.



## 3. To support the delivery of these outcomes, we will:

### 1. Continue refreshing our insight, adapting it to new circumstances and creating new and innovative products which are useful to those who make decisions about transport

#### We will do this by:

- continuing to respond to transport user needs and adapt to a fast-changing world with more agile, speedy, digital ways of gathering the user experience
- developing our new, faster, rail and bus passenger satisfaction surveys in order to analyse the data for more targeted, immediate and effective interventions
- continuing to apply segmentation and exploring specific issues in greater depth with our Transport User Panel.

Insight underpins everything we do. We continue to respond to the needs of transport users and learn about and adopt new methods. We demonstrated our ability and

willingness to adapt to a fast-changing world during the Covid-19 pandemic.

### 2. Improve the diversity of those we talk to in our insight and those we employ and work with

#### We will do this by:

- analysing our data and our refreshed and expanded Transport User Panel so we can better understand the needs of different types of transport users, such as those who are disabled or who are from seldom heard groups.
- identifying new partners and stakeholders so as to engage with different representative groups such as members of the National Highways' Roads for All Forum
- promoting accessibility for disabled transport users in initiatives arising from the Williams-Shapps Plan for Rail and the National Bus Strategy.

And also improving the diversity and inclusion of our Board and staff including through recruitment processes.

While all our work benefits all transport users, the organisation is committed to understanding the needs of the seldom heard and those with disabilities so we can be

fully representative. We also must strive to ensure that the makeup of our own organisation is diverse.

### 3. Operate a well-run, well-governed and effective organisation that is seen and heard by transport users and decisionmakers

#### In particular, we will:

- ask our stakeholders what they would like to hear from us about and boost our engagement with elected representatives
- expand our communications reach with more consumers and stakeholders through the use of more social media, videos and podcasts as well as meetings (face to face and digitally) and using new innovative channels
- continue working with our partner organisation London TravelWatch to deliver more integrated transport user representation and better value for money by sharing back office functions.

Engagement with our stakeholders and transport users is an important element in our effectiveness and ability

to make a difference for transport users.



#### 4. Monitor the impact of Covid-19 on transport users and the organisation as necessary

**We will do this by**

- monitoring transport use and impacts of any Covid-19 measures on transport users and reflecting these back so as to be useful to transport decisionmakers
- ensuring any transport service reductions are temporary and that tough decisions are informed by data, evidence and consultation with users and communities
- developing and trialling more hybrid working to maintain safe and flexible post-Covid-19 working.

The nature of Covid-19 is that there is uncertainty about both its intensity and impact on the way people travel and on the way Transport Focus works.



# Appendix A: further information about specific projects

## Researching consumer views about paying for road use as we move to a post fossil fuel era

We will carry out research to understand the consumer view about paying to use roads in future as the revenue from traditional sources like fuel duty and vehicle excise duty declines.

We will also look to measure the consumer experience where there is already a specific charge, covering among other things payment, information and handling of disputes. We will start with the Dartford Crossing on the National Highways network. We will seek to expand this to cover charges to use bridges and tunnels that, while not part of the SRN, are integral to its use. And we will investigate how this approach could be used, subject to funding, to measure consumer experience using the M6 toll motorway and roads covered by schemes such as the London congestion charge.

## Benchmarking the consumer experience of charging an EV

Having piloted it in early 2022, we will launch our new survey of the consumer experience charging EVs on National Highways' roads, producing a benchmark from which to measure improvement. This will give insight into

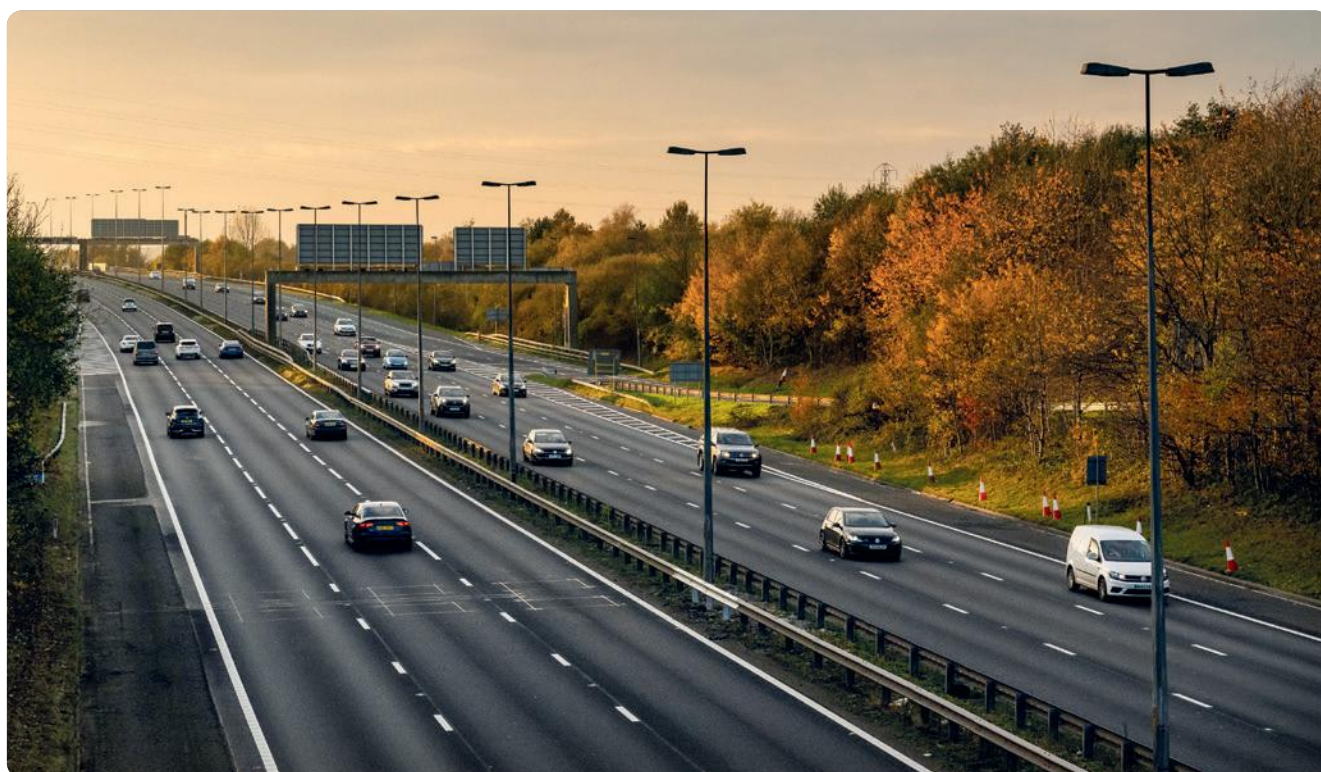
what works for consumers and what needs improvement, covering different locations and chargepoint operators. It will drive focus on the end user and improve standards.

## Measuring the lorry driver experience at roadside facilities

During 2021 the shortage of lorry drivers highlighted the need to improve the roadside facilities available to them, as part of efforts to improve recruitment and retention of staff to the profession. Having piloted it in early 2022, we will launch our new survey to assess lorry driver satisfaction with and priorities for improvement to roadside facilities along National Highways' roads. This will include motorway and major 'A' road services as well as truck stops. It will improve standards by shining a spotlight on lorry drivers' experiences.

## Improving information on accessibility for disabled road users

We will pilot work to improve the information transport operators provide for their disabled customers about the accessibility of their operation, starting with motorway service area operators and building on initial work undertaken by National Highways.





## Appendix B: ongoing work

### Rail

We will continue

- working with DfT on rail contracts
- handling appeal complaints
- working to improve passenger information, particularly at times of disruption
- representing passengers' views in Network Rail's business planning/Control Period 7 plans, providing insight on passenger priorities where needed.
- boosting the rail user voice for some train companies who fund additional consumer representation on behalf of their passengers
- representing passengers' interests when changes are proposed to licence conditions and policies, such as Accessible Transport Policies, National Rail Conditions of Travel, ticket office opening hours, complaints handling procedures and Penalty Fare schemes.

### Road

We will continue

- working with National Highways' regional and other teams to ensure that road users' views are heard and understood and that where appropriate specific issues are addressed
- ensuring ongoing focus with National Highways on addressing recommendations Transport Focus has made following previous research, including on smart motorways
- holding our Road User Panel where stakeholders representing a wide range of users of National Highways' roads come together to discuss current issues.



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.



## Communications and stakeholder engagement

We will continue

- to run our 24/7 press office
- to manage the website and social media channels, so as to bring the work of Transport Focus to the attention of those who need it in new ways
- to update our popular data hub and the new 'barometer' dashboard
- producing our high-quality publications output, including insight reports and stakeholder newsletters
- to support and promote events such as popular webinars and in-public Board meetings
- to explore opportunities to run large-scale consumer-facing campaigns where appropriate.

We will continue advocating for transport users at different geographical levels as tough decisions on long-term public transport priorities. In Scotland and Wales we represented transport users on:

- Scotland Rail Task Force
- Transport for Wales Advisory Panel (chair)
- Welsh Government Transport Performance Board

In England we represent transport users on strategic bodies across major city regions and counties:

- West Midlands Bus Alliance (chair)
- Mayor for Greater Manchester's Transport Board
- Bristol City Transport Board (co-chair)
- Liverpool City Region Bus Alliance
- West Yorkshire Bus Alliance
- Cambridgeshire and Peterborough Combined Authority Bus Partnership
- Cornwall Bus Partnership Board
- Transport for the North's Partnership Board

The organisation will continue to be supported through an operation that provides excellent governance facilitating the involvement of our Board and ensuring we are accountable and transparent to our stakeholders.

We will ensure the appropriate money, people and systems are directed to efficiently delivering the objectives set out in this workplan through the advice and support provided by our professional finance, human resources and facilities team.

## Contact Transport Focus

[www.transportfocus.org.uk](http://www.transportfocus.org.uk)

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SW1H 9EA

Transport Focus is the operating  
name of the Passengers' Council



## Transport Focus Board Meeting: Minutes

<b>Date:</b>	<b>Wednesday 17 November 2021</b>
<b>Times:</b>	<b>10.00-13.00</b>
<b>Location</b>	<b>Video Conference (Zoom)</b>
<b>Classification</b>	<b>Not protectively marked</b>

### **Attended**

#### **Board members:**

Jeff Halliwell	JH	Chair
Kate Denham	KD	Board member
Theo de Pencier	TdP	Board member
Rob Wilson	RW	Board member
Arthur Leathley	AL	Board member for London
Cllr William Powell	WP	Board member for Wales
Trisha McAuley OBE	TM	Board member for Scotland
Keith Richards	KR	Board member

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

Anthony Smith	AS	Chief Executive
David Sidebottom	DS	Director
Nigel Holden	NH	Corporate Services Director
Jon Carter	JC	Head of Board and Governance
Stephanie Ahemor	SA	Board and Governance Executive
Guy Dangerfield	GD	Head of Strategy
Sara Nelson	SN	Head of Communications
Louise Coward	LC	Head of Insight
Louise Collins	LCn	Senior Stakeholder Manager
Oliver Banks	OB	Digital content and communications officer

#### **Event production team**

Luke Bodin	Director, BA Events
Sarah Bush	VisAir

**Members of the public:** Around 400 members of the public viewed the proceedings live.

## **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 and viewing remotely for joining. He noted that the theme of the meeting would be West Yorkshire transport issues. JH highlighted positive feedback from the last Board meeting, which was hybrid, held online and in-person in London and expressed his wishes for continued in-person meetings while ensuring transparency through streaming them online.

A number of speakers will be engaging in a Q&A, covering a broad range of transport topics. Those viewing on Twitter could submit questions online, which could then be put to relevant speakers.

JH noted that the meeting was also a formal Board meeting, and as such they would have some official business to go through. No declarations of interest had been made. As such, he would handover to Cllr Kim Groves (KG).

### **2. 'Virtual' welcome to West Yorkshire and high level aims for the regional transport network – Cllr Kim Groves (KG), Chair of Transport, West Yorkshire Combined Authority**

KG thanked the Board for the opportunity to contribute and set out the West Yorkshire Combined Authority's (WCYA) ambitions and aspirations for West Yorkshire, with the aim to create a modern, world-class transport system. Following the creation of the Connectivity Infrastructure Plan including strategies for long-term infrastructure investment across transport modes, there is a particular push for improvements to timetabling. KG emphasised a desire to continue collaborating closely with Transport Focus to ensure user experience is at the heart of implementation.

Challenges faced in 'Building Back Better' include ticketing complexity and modal shift. At present, there are around 2700 different rail tickets, meaning that rail travel is often not easy for customers to understand. Additionally, modal shift from private car to public transport requires new ideas and work at speed and scale to meet existing Net Zero targets.

KG noted that several infrastructure improvements have been planned, including a pipeline of bus priority corridors and the West Yorkshire Rail Vision. The Connectivity strategy has involved educational and employment zone mapping, highlighting areas of priority for customers to travel to via public transport. She also explained that the first electric park-and-ride operating nationally is in Leeds, with the electricity generated able to power a fleet of electric buses.

Finally, KG commended Transport Focus for their work in collaboration with the WYCA, playing a key role in their improvement forums and providing customer insight.

Work going forward will focus on market strategy, personalising the offer to customers to exceed their expectations.

### **3. Overview of Transport Focus work in West Yorkshire**

David Sidebottom (DS) thanked KG for her commendation. He noted that a key aspect of the organisation's role was to help transport users in West Yorkshire by helping to break down barriers to travel and make public transport a more attractive alternative.

DS noted that two rail operators – Northern and TransPennine Express – are the key providers of local and inter-regional travel in the North of England. Work with these operators has focussed on three areas: changing demand following the pandemic; upcoming announcements for investment in infrastructure and making sure that reliability, punctuality and value for money are prioritised.

DS highlighted good collaboration between Transport Focus and the WYCA, helping them to understand local users to target investment and improvement through the Bus Passenger survey and other national insight work.

Transport Focus's work with National Highways and across the supply chain ensures that national, strategic work is understood at a local level in West Yorkshire. Current projects include the improvement of facilities at roadside services and improvements to road infrastructure.

### **4. Overview of recent insight including omnibus and emerging from lockdown**

Louise Coward (LC) stated that her presentation would focus on insights from transport users during the pandemic and implications for the future.

Transport Focus have tracked the impact of Covid-19 on transport since early in the pandemic, publishing insights weekly. At the beginning of the pandemic, only 5% of those surveyed used public transport, as reasons for travelling were very limited. Most recently, 25% of those surveyed had taken public transport in past seven days. Further insights were found through qualitative analysis, highlighting the impact of the pandemic by looking at segmentations of different groups of people and their specific needs for assurance on public transport use.

LC noted that a key issue at present is the gap between people who have used public transport since the beginning of the pandemic and those who have not. Of users surveyed, 89% felt safe travelling via rail and 86% felt safe travelling via bus. However, this decreased to 66% and 59% respectively for non-users.

Behavioural changes have changed the public's expectations in what they want from public transport, with increased emphasis on cleanliness and the amount of space and information

provided before journeys. Users have noticed positive changes to public transport since the start of the pandemic, and wish for these to remain.

Moreover, how people live, work and travel has changed. 61% of users could do most or all of their work at home, a huge difference to pre-pandemic levels. Considering future use, 64% expect to travel to work for only one or two days in the future, and 87% expect some form of 'work from home' element in future. People generally have a large say over where they work from, and employers tend to be more supportive of their choices, lending to the appeal of flexi season tickets to better address new travel patterns.

LC highlighted the rollout of two new surveys which aim to measure and understand public transport use following the continued easing of restrictions. The rail and bus user weekly survey, focuses on more traditional measures of customer satisfaction (e.g., punctuality, value for money) and is updated weekly to allow for up-to-date analysis. This survey will continue until March 2022, giving good tracking information through the winter. Additionally, developing long term ways of measuring user experience and satisfaction is a key priority, with future surveys to be carried out in-person, providing a more inclusive approach to understand users' needs as they make journeys in real-time.

Finally, LC noted the need to understand transport user views around the climate and sustainability. Two reports have been published: 'The journey towards sustainable transport', a scene-setting piece on what climate change will mean to transport users, and 'Plugging the gap: driver's experiences with electric cars', on electric vehicles and how they fit into a future, carbon neutral transport system.

## **5. Rail based recovery: regional service and infrastructure improvements – Tony Baxter, Regional Director East, Northern (TB) and Matthew Golton, Managing Director, TransPennine Express (MG)**

TB and MG thanked JH for his introduction and outlined their roles in their respective organisations. TB began by explaining how Northern have welcomed back their customers in 2021/22, in a very different, emerging landscape. Passenger flows now peak on Saturdays and Sundays, highlighting the demand for leisure travel. While passenger numbers have returned to around 75% of pre-Covid levels, commuter levels are still reduced. TB noted customer's high expectations on crowding and cleanliness. He expects that internal operations will return to normal in around 2023 and noted a paradigm shift in flexibility, with eight timetable changes this year – practically unheard of pre-Covid.

Comparing Northern to other rail operators, TB noted that the North of England has recovered very well in terms of passenger numbers. This is due in part to its leisure base and retail, and this strong recovery is looking to reduce its subsidy.

Since becoming an OLR in 2020, Northern have developed detailed plans on adapting and modernising their network. Key train and station deliverables include the new train stock, digitalising the existing fleet and investing in cleaning and lighting. In terms of community and accessibility, Northern have introduced the first permit for scooters, as well as 2 and 3D

Mapping to help passengers. Job creation and training are a key priority for Northern, with 650 cleaning staff hired to keep trains clean. Customers remain of the utmost importance, with satisfaction mapping to understand network needs.

MG highlighted TransPennine Express's (TPE) focus on building a stronger, more customer responsive railway following the pandemic. In terms of performance, its contract helps drive performance improvement, with TPE being one of the top performers in Public Performance Measures (PPM) in the rail industry.

MG noted the leisure-based recovery and agility needed for rail operators to respond to this market and build on demand. TPE expect to introduce additional services in December, particularly where demand is strongest such as Anglo-Scottish routes which are up to 99% of pre-Covid levels.

### **Questions and Answers with Tony Baxter (TB) and Matthew Golton (MG)**

Q: Rob Wilson (RW) asked two questions. 1) To Cllr Kim Groves (KG), as the vast majority of people travel by car, has much thought been put into introducing a congestion charge as a solution to reducing carbon emissions? 2) To train operators, could they reassure the Board that the performance figures are not high by means of perception due to the bar being 'lowered', but are comparable to previous years.

A: 1) In KG's absence, Dave Pearson (DP) noted that almost a third of West Yorkshire is rural, and highlighted the importance of car travel in West Yorkshire, although overall reduction of car usage is still the target. Leeds Park and Ride continues to be successful. DP also noted the expansion of electric vehicle charging in rural and residential areas.

2) MG stated that current performance numbers are comparable to previous years and noted that new government contracts highlight their performance achievements.

Q: Arthur Leathley (AL) emphasised the need to understand how employee and employer needs for work-life balance may change over time. He invited TB and MG to provide details on how Northern and TPE are researching future trends and how they will consult with employers over the next 5 years.

A: TB noted Transport Focus' work as a key tool in predicting future trends, as well as their own user research using automated passenger counts on trains and monthly surveys of over 6,000 passengers. He states that while he expects rail use to be more dynamic with more working from home, and passenger levels to be lower on Mondays and Fridays, he expects that mid-week and weekends will be busy.

MG echoed TB's response, citing similar tools used to track trends. MG noted that many do not have the option of working from home and are dependent on the railway, showing the need to maintain rail service patterns. Moreover, he noted that passenger numbers are continuing to rise as we emerge from the pandemic.



**6. West Yorkshire Bus Alliance: improving bus services in the region – Louise Collins, Senior Stakeholder Manager (LCn), Dave Pearson, Director of Transport Services, WYCA (DP); Paul Matthews, Managing Director, First West Yorkshire (PM); Patrick Sibley, Area Managing Director, Arriva Yorkshire (PS) and Paul Turner, Commercial Director, Transdev (PT)**

Louise Collins (LCn) explained the “critical friend” role of Transport Focus on the West Yorkshire Bus Alliance, previously known as Bus 18. Transport Focus feed in research from their insights, help interpret results, compare with other areas and identify areas of improvement for West Yorkshire. Transport Focus aims to be helpful, supportive and provide expertise. She emphasised the two-way relationship, noting the usefulness of understanding what is happening on the ground in West Yorkshire.

Dave Pearson (DP) noted that West Yorkshire is an interesting combination of rural and urban, and has a wide range of different operational territories with varying passenger expectations. DP acknowledged that West Yorkshire is one of the lower performing areas in the Transport Focus survey and that the Authority is focused on improving customer satisfaction.

At the time of engagement and consultation on the bus strategy in 2017, people wanted change sooner than traditional transport planning strategy could execute. Therefore, short-term initiatives delivered through Bus-18 such as cross-operator ticket acceptance on snow days, last bus guarantees and reimbursing customers for a taxi if the last bus did not arrive, were rolled-out.

DP stated that long-term structural changes to meet the changing, flexible travel-led environment came in the form of the M-card: a multi-modal operating scheme for bus and rail travel via a smart card or mobile app. DP noted that Transport Focus had a key role in facilitating workshops between operators, the alliance and the industry to bring stakeholders together.

While the alliance has shown value in the pandemic, DP pointed to over optimism and hesitation in decision-making for larger projects as a weakness of the group. He noted the election of the Mayor (Tracy Brabin) as an opportunity to enhance travel partnerships in the region, due to her pledges to the electorate on improving better transport links.

Patrick Sibley (PS) noted bus operators’ initiatives in the region in making transport simpler, presenting existing users with an easy to navigate network. He stated the overall aim to double patronage in Leeds over the next 10 years and to ensure that high frequency (15 minutes or better) routes are easily recognisable with colour-coded maps, as well as named routes, in a Tube-style format. PS noted that infrastructural improvements are underway, with updated maps for 1,500 bus stops and additional audio-visual stop announcements on-board to be replicated across the bus network.

Paul Turner (PT) noted the success of the under-19 ticketing scheme as part of the short-term initiative delivered through Bus 18. He highlighted collaboration between Transport Focus and Youth Parliaments in bringing operators and young people together.

Following consultation, the ID requirement for concessionary tickets was removed, in addition to a flat, affordable fare of £1.20 established for most bus routes. PT stated that a well-funded marketing campaign was carried out over the summer to attract young people in time for the beginning of the new academic year in September. Initial analysis suggests that passenger numbers for young people have recovered better than older groups.

Paul Matthews (PM) explained the desire to turn more young people into bus ambassadors, building dialogue, generating ideas and trying to develop young people's employability for careers in the industry. Specific initiatives have included a challenge to design a bus for the future and for Year 6's to discuss buses' roles in a net carbon zero system.

**Questions and Answers with Louise Collins (LCn), Patrick Sibley (PS), Dave Pearson (DP), Paul Turner (PT) and Paul Matthews (PM)**

Q: The value for money of M-cards was compared to other regional transport card options, such as Oyster cards. It was also noted that contactless card payments are not always available on buses.

A: DP noted the large public transport subsidies in London, meaning that the cost per journey is less. The Bus Service Improvement plan discusses affordability issues, but there is a need to attract more customers to bring costs down. DP outlined the additional impact of the pandemic on demand. He stated that most bus operators accept debit card payments, but further work is required to add journeys together with a maximum day cap. Funding is required to improve on-board technology and security in order for this to happen.

PM stated that improving value for money on buses is high on the Mayor's priority list. FirstBuses will have a maximum day cap for FirstDay and FirstWeek tickets. Steps towards multi-operator capping are also being taken. Moreover, he also noted that what may be 'right' for London may not be right for West Yorkshire.

Q: Cllr William Powell (WP) outlined his experiences with bus transport in Wales, noting issues around the workforce and asked the operators to discuss their experiences in making the industry more attractive.

A: PM noted that this is a challenging time for the sector. He stated the role of young people in filling gaps in the workforce but noted the difficulty in convincing people that there are fulfilling careers in the bus industry. PM also noted that the lack of drivers at present is a temporary situation and has had a minimal effect on customers, there is no shortage of applicants to roles.

PT stated that promoting lifelong schemes and continuing professional development could encourage more young people to consider the industry for their future career.

PS agreed there is a greater shift towards considering work-life balance. He suggested that making sure that the industry has positive appeal in terms of flexibility is very important.

## **7. Strategic roads in West Yorkshire: an overview – Simon Boyle, Yorkshire & North East Regional Director, National Highways (SB)**

SB introduced the role of National Highways, nationally and specifically in West Yorkshire. Nationally, 4 million car journeys are made per day on the strategic road network, covering 4,300 miles. Between 2020 and 2025, National Highways will invest £27.4 billion into its network through its Road Investment Strategy. The majority of investment will go towards network enhancement (£14.2bn) and operations, maintenance and renewals (£10.8bn).

SB noted that West Yorkshire has good connectivity for ports, trans-Pennine and up to the Scottish borders. Key schemes in West Yorkshire include; reducing traffic at M1/M62 Lofthouse, M621 junctions 1-7, the M621 noise barrier and A64 Hopgrove. Key regional points in delivering road services include one regional operations centre, three regional offices and four traffic officer outstations.

## **8. Questions and discussion**

Q: It was noted that road users often find smart motorways difficult to use, yet more are being rolled out.

A: SB noted that while smart motorways are a hot topic, they are safe roads. He stated that he is keen on promoting further marketing to educate road users.

Q: Anthony Smith (AS) stated that while much was discussed on investment and technology, there was a lack of discussion on the people working for National Highways, such as traffic officers, people in control centres and contractors. He invited SB to elaborate.

A: SB explained National Highways' three internal imperatives: safety, customer satisfaction and improvement. People are core to these imperatives and continue to receive investment, with SB noting that they are currently recruiting on and off-road roles. Steps to harmonise management have also been taken.

## **9. Address by the Permanent Secretary, Department for Transport (followed by questions and discussion) – Bernadette Kelly CB, Permanent Secretary**

Bernadette Kelly (BK) thanked JH for his welcome and invitation to today's meeting. She noted that while she was aware of the interest surrounding the Integrated Rail Plan, she could not discuss the topic due to its imminent publication. Regarding the City Region Transport Settlement for West Yorkshire, BK stated that £830 million had been announced for the region in the spending review and this would allow the region to take positive steps in reaching its vision for transport improvement.

BK noted that improving transport user experience is one of the top three priorities for the department. BK stated that buses have not always had the attention that they deserve nationally.

She highlighted work on 'Bus Back Better' as focusing on users at the heart of how service providers think about transport. BK also noted that Bus Service Improvement Plans, in partnership with operators, should have a positive impact on users.

Transport Focus plays an important role in championing users on national and regional levels, and so will have an important role to play in the creation of Great British Railways. BK noted that decarbonisation and reaching net zero are important priorities for the department, and that she is optimistic about progress made on zero emission vehicles in terms of acceleration of take-up and consumer confidence. She discussed her attendance at COP26 and highlighted the UK's role as a global leader in driving zero emissions in road transport. Current challenges include the need to rapidly expand EV charging capacity.

BK stated that Transport Focus can help the department to understand how to support users to make small, cumulative changes to reduce carbon emissions and advise the government on what is needed to help get people out of cars and into active travel habits – by making alternatives attractive, reliable and accessible.

Lorry driver experience has been catapulted to the forefront over the past couple of years, emphasising the importance of resilient freight and supply chain networks. Due to long term trends such as, poor working conditions and low wages, the number of HGV drivers has declined. However, BK noted that investments are being made to improve roadside facilities, wages and working conditions to attract more diverse people into the workforce.

BK expressed her thanks to Transport Focus for their work during the pandemic and for providing the department with useful, real-time data to understand public attitude through their reports and segmentation analysis.

Q: WP invited BK to discuss how much emphasis was being made by the Department on behavioural changes for users, as well as decarbonisation and investment.

A: BK noted that more people are using EVs, meaning that they require reliable charging while they are out and about. Users need to have confidence that they can charge their car in an emergency. Many EV charging points belong to the private sector or have incompatible charging plugs: these need to be considered in an integrated system. As more people use bikes as transport, the need to invest in cycle pathways will increase, and users need to know that such services are reliable and accessible.

BK noted that her team consists of behavioural as well as transport appraisal analysts. Transport Focus has unique insight into factors which can change and influence user behaviour, so there is an ongoing need to work closely together in this area.

Q: The relatively slow roll out of EVs in the UK were compared to Germany where electric freight fleets are being built. BK was invited to highlight if the UK were on track to deliver something similar soon.

A: BK noted that the UK are currently trialling similar technologies at present. She stated that the government have committed to all HGVs being net zero by 2040. Whilst achieving net zero for HGVs is more challenging due to their large size, the momentum generated in electric cars and vans and clear, regulatory targets are positive signs for achieving their goals.

Q: Rob Wilson (RW) noted user experience as one of the Department's top strategic priorities. He stated that improvement plans are reliant on central funding – congestion charging in London raised money for bus improvements, but few local government authorities have decided to pursue it. He invited BK to discuss reasons why this may be the case.

A: BK noted that congestion charges are difficult politically and that their usefulness depends on regional targets. While some cities have moved towards clean area zones, decisions are difficult as they are not always popular. However, congestion charges will play a greater role in local transport planning in future - London demonstrates their potential success in improving air quality and freeing up space for buses. A shift in public attitude is needed, and Transport Focus can play an important role in this.

Q: Trisha McAuley (TM) highlighted the importance of Transport Focus insight and invited BK to suggest anything else the organisation could do to help DfT and other departments to achieve their goals.

A: BK emphasised the importance of integrated accessibility in transport, so those with any form of disability can lead fully independent lives. She stated that Transport Focus do great work and encouraged the Board to continue working with the Disabled Persons Transport Advisory Committee. BK also noted that if gaps are observed or points misunderstood, that Transport Focus should share any insight they have.

Q: Arthur Leathley (AL) highlighted the challenge of long-term planning in transport, with short term evidence post-pandemic perhaps masking the long-term view. He invited BK to discuss how the department gets long term judgement right when planning with present data trends in the short term.

A: BK stated that large transport infrastructure projects can often last over 10 or 20 years, and as the duration of a project increases, the uncertainty surrounding it increases. Scenario planning ensures that plans are robust. BK noted that the department has strong scenario modelling and techniques to guide decision making. BK admitted that she cannot predict the future, but working with Transport Focus and other bodies allows the Department to undertake scenario planning and to gather intelligence on factors such as the recovery of leisure, work commuting and the economy.



Q: Theo de Pencier (TdP) noted the greater insight we now have on passenger numbers and invited BK to discuss whether rail freight capacity could be increased.

A: BK expressed a desire to consider rail freight more in her Department. The pandemic has highlighted freight and supply chain resilience, meaning freight strategy is a top priority at the moment. While railway capacity has increased due to passenger numbers, challenges to rail freight such as maintaining good infrastructure and routes remain. However, BK noted the opportunity for mode switching from road to rail for some freight remains substantial.

JH thanked BK and all other guests for their contribution to the meeting.

## **Part B : corporate affairs**

### **1. Board meeting minutes: September 2021**

The minutes of the Transport Focus Board meeting held on 21 September 2021 were **approved**.

### **2. Committee meeting minutes**

#### **2.1 Passenger Contact Group (October 2021)**

WP expressed his gratitude to Keith Richards (KR) for chairing, and also his thanks to Jackie Ballard for her longstanding work. The minutes were **noted**.

#### **2.2 Statistics Governance Group (October 2021) (including updated terms of reference)**

RW thanked TdP for his stewardship of the Group up to and including its last meeting in September. The minutes were **noted**, and the updated terms of reference, **approved**.

#### **2.3 Audit and Risk Assurance Committee (October 2021)**

Kate Denham (KD) expressed her thanks to Isabel Liu (IL) for her service to the Board and as chair of the committee up to and including its last meeting. The minutes were **noted**.

### **3. Reports from subsidiaries**

#### **3.1 Transport Focus Wales Limited (October 2021 and November 2021 update)**

WP noted that discussions were held on complementary work with the Welsh government and a wide variety of stakeholders.

These included the Deputy Minister for Climate Change, Lee Waters MS, and social media managers on improving communications for transport users. The minutes were **noted**.

### 3.2 Transport Focus Scotland (October 2021)

TM discussed key actions, highlighting the opportunity to improve stakeholder insight in Scotland. An event for next year is being considered to engage with stakeholders in a physical setting. TM highlighted a successful meeting with the Scottish Transport Minister to help formulate a 6-month work plan for Transport Focus in Scotland.

TM outlined findings by Transport Scotland analytical work, stating that Scotland will not meet its net zero targets without systemic behavioural change. She highlighted her experience at a major infrastructure conference and discussed being the only consumer voice in the room, as an example of how keen stakeholders were to get insights.

The minutes were **noted**.

## 4. For noting by the Board

### Items previously discussed and/or approved out of meeting

The Board reconfirmed its **approval** of the following:

- BRD2122-008 #118 London Office Relocation RfC
- Formal approval of committee membership from 1 November 2021
- Transport Focus Workplan October 2021-March 2022

### Closing remarks

JH thanked all attendees, Board members and staff for their time and contributions, noting the scale of ambition of the issues raised through the discussions held, and closed the meeting at 1259 hrs.

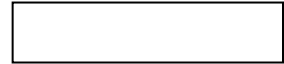
Signed as an accurate record of the meeting.

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Jeff Halliwell, Chair

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Date



Transport Focus Statistics Governance Group	
Date:	Wednesday 16 September 2021
Times:	10:00 – 12:00
Location	Video Conference

### **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><b>Chair's opening remarks; apologies and introductions</b></p> <p>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>JC reported that Anthony Smith had sent his apologies due to illness.</p>
A2	<p><b>Minutes from previous meeting: June 2021</b></p> <p>The minutes of the meeting held on 16 June 2021 were agreed.</p>
A3	<p><b>Outstanding actions</b></p> <p>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>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><b>General update</b></p> <p>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>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>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>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 they 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>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 to email a QR code. They could also offer a follow-up call.

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.

LC added that the possibility of announcements and other promotional materials would be discussed with the Wi-Fi providers.



	<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</p>

	<p>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	<p><b>Update on plans for future measurement of bus passenger experience</b></p> <p>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.</p>

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.

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.

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 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>

<b>Transport Focus Audit and Risk Assurance Committee</b>	
<b>Date:</b>	<b>Wednesday 26 January 2022</b>
<b>Times:</b>	<b>14.00-15.57</b>
<b>Location</b>	<b>Video Conference (Zoom)</b>
<b>Classification</b>	<b>Not protectively marked</b>

### **Attended**

#### **Board members:**

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

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

Anthony Smith	AS	Chief Executive & Accounting Officer
Nigel Holden	NH	Corporate Services Director
Jon Carter	JC	Head of Board and Governance
Stephanie Ahemor	SA	Board and Governance Executive
Louise Coward	LCd	Head of Insight

#### **Other attendees:**

Martin Burgess	MB	Engagement Director, NAO
Aaron Condon	AC	Head of Internal Audit, GIAA

## **PART A: Finance and statutory reporting**

### **1. YTD finance report**

The figures in the report were final as of 31<sup>st</sup> December 2021, but subject to audit.

The income from additional funding for projects was slightly lower this year due to a lower than assumed net contribution from externally funded projects in the budgets. This is mainly due to the Motorway Services User Satisfaction survey budgeted for this financial year, now taking place in 2022-23.

Forecast Grant-in-Aid income is lower than budget in the year due to the income drawn down in 2020-21 for the capital value of the Albany House lease. A apparent loss of £390,000 is offset by an equivalent surplus for the previous year, this should be seen as a technical adjustment, and has been agreed with the Department.

## 2. Governance statement V1

This has been updated to include new chair recruitment and to reflect the dynamic nature of the Covid-19 pandemic.

Theo de Pencier (TdP) noted a typo on page 18. Kate Denham (KD) also noted that this bullet should focus on transport users' opportunities, not Transport Focus's. Otherwise this version of the Governance Statement was **agreed**.

## 3. NAO audit planning report

Martin Burgess (MB) noted two significant risks, outlined on p.4 of the report: presumed risk of management override of controls and fraud in revenue recognition. For the latter, the risk associated with fraudulent revenue recognition regarding Grant-in-Aid is low, but the risk concerning income received from other sources is higher. NAO will review revenue recognition for non Grant-in-Aid revenue streams.

Considering areas of audit focus, Transport Focus Wales Ltd is expected to be immaterial regarding expenditure. It was noted that as a large proportion of the annual research and project budget is concentrated around year-end in March, there is a risk that transactions could be accounted for in the wrong financial year. NAO will test expenditure around year-end to ensure that financial statements are correct.

TdP commented on the significant materiality threshold for an organisation of this size at 2%. MB assured the committee that materiality remains comparable to last year's levels and is based on expenditure.

The formal lease agreement signed for Albany House should sufficiently meet accounting requirements under IFRS16. MB noted that the accounting standard for leasing is nuanced, complicated and has only been in place for 3 years. While Transport Focus only has a few leases, the lack of formal leases or contracts (up to this point) has made accounting for these more difficult. NH added that renewal of a tenancy agreement for Piccadilly Gate has been pursued but not followed up on by landlords.

Committee members highlighted the marked increase in audit fees (up from £28,000 in 2020-21 to £35,500 for 2021-22; an increase of 27%). Clarity was requested on whether this increase, required to 'eliminate the fee deficit', implied rectifying historic underpayment by Transport Focus to NAO. MB insisted that increased costs are not a reflection of historic underpayments, but they are what NAO needs for full cost recovery, a requirement set by Parliament. Inflationary pressures and headwinds in the auditing profession continue to drive costs. He suggested that in future years, auditing costs should not see such a large hike.

The committee invited further clarification on whether NAO undertakes benchmarking to compare costs with similar organisations. KD asked whether any internal efficiency strategy documents could be shared with the committee, as this would be useful in showing value for money.

MB noted the difficulty in benchmarking to compare NAO's own costs with the private sector due to marked differences in auditing style (loss leading auditing vs full cost recovery, for example). The Committee **agreed** the audit plan and fee.

#### **4. Parent guarantee for subsidiary undertakings**

The parent company guarantee in respect of Transport Focus Wales Ltd was **approved**.

Variances in staff recharge expenditure were noted and attributed to a variety of reasons, including projects taking longer to execute and higher salary costs.

### **PART B: Business performance management and internal audit**

#### **1. Project management reports**

##### **1.1 Project summary report**

It was explained that projects in red are not going ahead but are included for transparency for board approval. Outstanding project reviews are to be followed up with project managers, with a few delays in completion.

#### **2. Business planning: work plan progress and indicative budget**

The Committee **noted** the draft workplan had now been reviewed by the Board. A final version of the workplan is expected to be ratified at the meeting in March.

KD highlighted a missing flowchart which was previously used alongside the work plan and noted its usefulness in keeping track of associated work for follow up. Jon Carter (JC) noted that this was indeed set aside at the start of the pandemic, as interim 6-month workplans were in place. He expressed his desire to bring back the associated work flowchart for future business planning.

Informal confirmation of a 'business as usual' (BAU) budget was agreed, with a flat budget from 2021/22 to 2022/23. An additional bid for work required for rail reform is still to be clarified, and the team are waiting for written confirmation.

TdP expressed disappointment in the BAU budget, which has remained flat across three years. He highlighted the significant demand for Transport Focus's work and asked whether this budget potentially seemed unambitious. It was noted that plans for new streams of work are included in the rail reform bid.

#### **3. Internal audit**

##### **3.1 Internal audit progress report**

Aaron Condron (AC) reported on the GIAA's progress on auditing and risk assurance for both 2021-22 and 2022-23. Fieldwork is currently underway for reviews on Insight products and Information Security and Governance.



A scope of work has been undertaken for the Core Financial Control review. All reports are intended to be delivered (draft or final) by the end of the financial year.

TdP highlighted that only 60% of days have been completed in 80% of the 2021-22 financial year. AC assured the committee that the team is aiming to deliver all reports in full, but if they are not finalised by the end of April, payment can be deferred by the finance team.

Clarification on whether assurance mapping and succession planning is normal for similar organisations, or whether these are areas specific to Transport Focus, was requested. AC stated that these areas are commonly included in smaller audit plans, allowing for mapping and testing of assurances to get a view of the wider organisation. Succession planning is required to address risks and develop future senior management. Committee members agreed on the need for substantive succession planning due to the longevity of senior members who have skills, knowledge and experience which will be difficult to replace in the future.

Arthur Leathley (AL) asked whether the report would consider benchmarking. AC stated that this is something that the team can look into.

KD noted the difficulty in initiating reviews and offered Transport Focus's assistance to start review processes so that reviews can start early in Q1. AC expressed that this would be of use for reviews of stable areas e.g. procurement, but outlined that there could be additional risks around period audit such as Q1 backlog.

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

The review of Complaints Handling was finalised in September and reported to the October ARAC.

### **3.3 Rolling internal audit action log**

JC noted that high/medium priority actions are being addressed over the next two quarters.

## **4. Annual management assurance return 2021-22**

### **4.1 Management assurance assessment**

Following questionnaire completion and agreement by the committee, this questionnaire is to be reviewed by Anthony Smith (AS) and submitted to the DfT by 31<sup>st</sup> March 2022.

### **4.2 Management assurance questions**

Of particular note is the introduction of Functional Standards for government functions, which was suggested as a discussion point at a future meeting.

## **PART C: Risk**

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

External relations and team opportunities and risks have been updated for the Q3 report.

### **2. Team risks: Insight**

Louise Coward (LCd) outlined established connections with freelancers who have been doing excellent, impactful research for the team. Risk surrounding poor freelancer work is mitigated by initially giving new starters lower risk work of smaller value. NH clarified in response to concern over whether freelancers are deemed employees by HMRC, that an IR35 assessment takes place.

The team's preferred supplier list has been refreshed and resourcing is fine. Innovation in pilots and analysis methods is under constant refinement.

Noting last year's risk workshop, KD noted that the high-risk appetite of insight relative to other areas of Transport Focus should mean that products and trials can be allowed to not work out.

### **3. Information risk**

#### **3.1 Q3 Information risk report**

JC noted the postponement of the Q3 ISG due to the amount of work required following the Data Protection Compliance Review.

#### **3.2 Data protection and compliance review: interim assessment**

The initial report highlights training and awareness of data protection as key areas of improvement. KD noted that while FOIA requests are important, Subject Access Requests (SARs) are more important, albeit rare. She also expressed her desire to run staff training on understanding the core principles of data protection over learning lunches following her return. The interim assessment was **noted**.

### **4. Annual fraud and bribery risk assessment**

Internal checks have shown little of concern. The assessment was **noted**.

## **PART D: Governance and scrutiny**

### **1. Annual review: agenda cycle**

Little has changed but it was noted that some recurring items are now of less relevance, while other items need to have higher priority. The Committee agreed this was work in progress.

## **2. Annual review: conduct**

No changes. The Committee noted that board members should be reminded of the Nolan principles outlined in the Code.

## **3. London TravelWatch Collaboration Agreement**

### **3.1 Report on recent changes**

Discussions on changes to the collaboration agreement were held from October to December 2021. The London Assembly Transport Committee formally approved changes in January 2022, with a full annual review by CARGO to take place in February/March.

### **3.2 Report on strategic value analysis**

As of December 2021, strategic value remained in favour of London TravelWatch, but with a variance of about 40% against the net budgeted hours with an estimated value of less than £6,000. The agreement allows revision if the variance exceeds 15% over the course of a year. The Committee agreed with the recommendation to accept the lower than budgeted surplus hours as there had been less strategic value for London TravelWatch in the second half of the year.

## **PART E: Standing items**

### **1. Chair's remarks; apologies, introductions and declarations of interest**

KD suggested that introductions should be moved to the start of future meetings.

### **2. Minutes from previous meetings:**

#### **2.1 October 2021**

The minutes of the previous meeting were approved.

### **3. Action matrix (no outstanding items)**

There were no further comments.

### **4. Meetings of subsidiary undertakings – Stephanie Ahemor (SA)**

#### **4.1 Transport Focus Wales**

##### **Business meeting notes (October 2021 and January 2022)**

These were noted.

#### **4.2 Transport Focus Scotland Ltd**

##### **Business Meeting notes (December 2021)**

These were noted.

## **PART F: Staffing and remuneration**

### **1. Staff forum update**

The staff forum continues to meet every six to eight weeks. Discussion on returning to the office, diversity and inclusion and the bonus scheme continue to be held.

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

The absence rate remains low, with unplanned absences comparable to last quarter. The majority of staff continue to work from home, though some began to use the offices after the summer.

## **3. Staff development update**

It was noted that uptake of formal training courses has dwindled over the last 18 months due to the ongoing pandemic. AS expressed his wish for the continuation of opportunity cascading, which has been a positive side effect of D&I efforts. For example, speaking engagements can be delegated to more junior members of staff, who are more than capable of being successful but may not normally have the opportunity to showcase this skillset.

## **4. Pay remit approval**

Annual bonuses and spot awards remain at a maximum of £250, with further confirmation when public sector pay guidance is made available.

## **Other**

### **Any other business (KD)**

KD welcomed the new minute taker, Louisa Brotherson.

KD also highlighted the need to streamline future Equality Impact Assessments, as they have too much empty space at present. Further discussion with JC and SA will be held to address this.

There being no further business, the meeting concluded at 1557 hrs.



## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-009
WHEN CIRCULATED	15/11/2021
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	November 2021 -01
DEADLINE FOR RESPONSES	16/11/2021
PROPOSAL OR PROJECT	DfT Mystery Shopping
REFERENCE OR PROJECT CODE	171
PROJECT CATEGORY (IF PROJECT)	A: DfT Core Budget Must Do
TOTAL PROJECT VALUE (IF PROJECT)	£300,000
SPONSOR	Ian Wright
AUTHOR OR PROJECT MANAGER	David Greeno

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	B	I am happy to approve but would like to know what other work, if any, is now not taking place as a result of funding being allocated to this project.
Kate Denham	A	
Theo de Pencier	B	I understand why we need to do this but am concerned that this project uses up all the uncommitted project funds in the Grant in Aid pot. If this was clearly a major user priority I would be happier however it appears to be based on an important stakeholders impressions from his travels round the rail network rather than a well understood passenger concern.
Clr William Powell	A	
Arthur Leathley	B	This is useful work in understanding passenger views, and also helping us run such mystery shopper projects in future. However, it is important as the watchdog that we set out the project plan ourselves , to provide independent evidence to Government
Rob Wilson	B	As per comments at members meeting 16/11/21.
Keith Richards	B	Is this was a 'direct request' for TF to do this work by Peter Wilkinson, why are we funding over 50% ourselves...?

Further observations	Issues raised above were satisfactorily addressed by Management Team at the (private) meeting of the Board on 16 November 2021
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### 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 with minor reservations</b>
Feedback to sponsor, author and CS	17/11/2021
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Jan-22

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-010
WHEN CIRCULATED	15/11/2021
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	November 2021 -01
DEADLINE FOR RESPONSES	16/11/2021
PROPOSAL OR PROJECT	MSUS 2022
REFERENCE OR PROJECT CODE	170
PROJECT CATEGORY (IF PROJECT)	B: DfT Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	£251,840
SPONSOR	Murray Leader
AUTHOR OR PROJECT MANAGER	Guy Dangerfield

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	A	
Isabel Liu	A	
Theo de Pencier	A	
Cllr William Powell	A	
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards	A	
Further observations	None	

### 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
Decision reached	Approved
Feedback to sponsor, author and CS	17/11/2021
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Jan-22

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-011
WHEN CIRCULATED	21/12/2021
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	December 2021 -01
CIRCULATION LINK	<a href="https://www.surveymonkey.co.uk/r/3ZFY3BW">https://www.surveymonkey.co.uk/r/3ZFY3BW</a>
DEADLINE FOR RESPONSES	24/12/2021
PROPOSAL OR PROJECT	Transport Focus / London TravelWatch updated Collaboration Agreement
REFERENCE OR PROJECT CODE	n/a
PROJECT CATEGORY (IF PROJECT)	Category not applicable
TOTAL PROJECT VALUE (IF PROJECT)	n/a
SPONSOR	Anthony Smith
AUTHOR OR PROJECT MANAGER	Jon Carter

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	NR	
Theo de Pencier	A	
Cllr William Powell	A	
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards	A	

Further observations	None
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### 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	29/12/2021
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Mar-22

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-012
WHEN CIRCULATED	21/12/2021
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	December 2021 -01
CIRCULATION LINK	<a href="https://www.surveymonkey.co.uk/r/3ZFY3BW">https://www.surveymonkey.co.uk/r/3ZFY3BW</a>
DEADLINE FOR RESPONSES	24/12/2021
PROPOSAL OR PROJECT	Tyne Tunnel Critical Friend
REFERENCE OR PROJECT CODE	168
PROJECT CATEGORY (IF PROJECT)	E: Commercial
TOTAL PROJECT VALUE (IF PROJECT)	£22, 965
SPONSOR	Guy Dangerfield
AUTHOR OR PROJECT MANAGER	Katherine McGowan - Downey

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	NR	
Theo de Pencier	A	
Cllr William Powell	A	
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards	A	

Further observations	None
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### 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	29/12/2021
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Mar-22

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-013
WHEN CIRCULATED	21/12/2021
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	December 2021 -01
CIRCULATION LINK	<a href="https://www.surveymonkey.co.uk/r/3ZFY3BW">https://www.surveymonkey.co.uk/r/3ZFY3BW</a>
DEADLINE FOR RESPONSES	24/12/2021
PROPOSAL OR PROJECT	Lorry Drivers Facilities Survey Pilot
REFERENCE OR PROJECT CODE	175
PROJECT CATEGORY (IF PROJECT)	B: DfT Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	£115, 615
SPONSOR	Guy Dangerfield
AUTHOR OR PROJECT MANAGER	Robert Pain

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	NR	
Theo de Pencier	A	
Cllr William Powell	A	Exceptionally important piece of work - in the context of the current and foreseeable shortage in HGV drivers - and for reasons of inclusion - delighted that TF is taking this forward.
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards	A	

Further observations	None
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### Key to references

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- E No, I am not content (please explain why not)
- NR No response

### CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved
Feedback to sponsor, author and CS	29/12/2021
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Mar-22



## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-014
WHEN CIRCULATED	21/12/2021
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	December 2021 -01
CIRCULATION LINK	<a href="https://www.surveymonkey.co.uk/r/3ZFY3BW">https://www.surveymonkey.co.uk/r/3ZFY3BW</a>
DEADLINE FOR RESPONSES	24/12/2021
PROPOSAL OR PROJECT	Bus and Rail Passenger Satisfaction Measurement Using Omnibus (RfC)
REFERENCE OR PROJECT CODE	162
PROJECT CATEGORY (IF PROJECT)	A: DfT Core Budget Must Do
TOTAL PROJECT VALUE (IF PROJECT)	£249, 740
SPONSOR	Louise Coward
AUTHOR OR PROJECT MANAGER	Murray Leader

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	NR	
Theo de Pencier	A	
Cllr William Powell	A	
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards	A	

Further observations	None
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### 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	29/12/2021
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Mar-22

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-015
WHEN CIRCULATED	26/01/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	January 2022 - 01
CIRCULATION LINK	<a href="https://www.surveymonkey.co.uk/r/G6CD88C">https://www.surveymonkey.co.uk/r/G6CD88C</a>
DEADLINE FOR RESPONSES	28/01/2022
PROPOSAL OR PROJECT	Your rail journey
REFERENCE OR PROJECT CODE	180
PROJECT CATEGORY (IF PROJECT)	B: DfT Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	£112, 185
SPONSOR	Louise Coward
AUTHOR OR PROJECT MANAGER	David Greeno

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	A	
Theo de Pencier	A	
Cllr William Powell	A	
Arthur Leathley	A	
Rob Wilson	NR	
Keith Richards OBE	A	

Further observations	None
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### 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	28/01/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Mar-22

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-016
WHEN CIRCULATED	26/01/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	January 2022 - 01
CIRCULATION LINK	<a href="https://www.surveymonkey.co.uk/r/G6CD88C">https://www.surveymonkey.co.uk/r/G6CD88C</a>
DEADLINE FOR RESPONSES	28/01/2022
PROPOSAL OR PROJECT	Your bus journey
REFERENCE OR PROJECT CODE	181
PROJECT CATEGORY (IF PROJECT)	B: DfT Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	£111, 930
SPONSOR	Louise Coward
AUTHOR OR PROJECT MANAGER	Robert Pain

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	A	
Theo de Pencier	A	
Cllr William Powell	A	
Arthur Leathley	A	
Rob Wilson	NR	
Keith Richards OBE	A	

Further observations	None
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### 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	28/01/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Mar-22

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-017
WHEN CIRCULATED	14/02/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	February 22-01
CIRCULATION LINK	<a href="https://www.surveymonkey.com/r/5RCGZW6">https://www.surveymonkey.com/r/5RCGZW6</a>
DEADLINE FOR RESPONSES	17/02/2022
PROPOSAL OR PROJECT	Measuring the on the day passenger experience of using public transport (RfC)
REFERENCE OR PROJECT CODE	153
PROJECT CATEGORY (IF PROJECT)	A: DfT Core Budget Must Do
TOTAL PROJECT VALUE (IF PROJECT)	£177,885
SPONSOR	Louise Coward
AUTHOR OR PROJECT MANAGER	David Greeno

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	B	Again would be good if the approval was sought prior to the overspend not afterwards when there is nothing we can do about it which should be possible if project spend is being tracked eg. Freelancer should have flagged early and sought approval that they were going to need more time and at that point that is when the approval should be sought. Consistent retrospective requests to approve overspend that had already occurred is not good practice.
Theo de Pencier	B	This seems to me to be a classic case of project and scope creep which has resulted in an 18% cost increase. However funded my concern is that something else will not be done or scaled back as a result.
Cllr William Powell	A	Thanks for flagging this and for consulting me
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards OBE	NR	
Further observations	None	

### 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
Decision reached	Approved with reservations requiring response from Sponsor
Feedback to sponsor, author and CS	17/02/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Mar-22

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-018
WHEN CIRCULATED	14/02/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	February 22-01
CIRCULATION LINK	<a href="https://www.surveymonkey.com/r/5RCGZW6">https://www.surveymonkey.com/r/5RCGZW6</a>
DEADLINE FOR RESPONSES	17/02/2022
PROPOSAL OR PROJECT	TOC Mystery Shopping - Autumn 2021 (RfC)
REFERENCE OR PROJECT CODE	171
PROJECT CATEGORY (IF PROJECT)	B: DfT Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	£367,775
SPONSOR	Ian Wright
AUTHOR OR PROJECT MANAGER	David Greeno

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	B	Happy to approve given that the DfT is covering all additional finance costs but would like some reassurance that we have the staff capacity to work to the new timeline and reporting requirements, without any significant diversion from core work.
Kate Denham	A	
Theo de Pencier	B	Similar comment to previous project ( Passenger experience of using Public Transport ). It appears that the additional 19% cost (c£60k) is a result of an unfortunate, if unavoidable, degree of procrastination by the client, which may hopefully be avoided in the future, thus ensuring best value for the taxpayer.
Clr William Powell	A	
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards OBE	NR	

Further observations	None
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### 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
Decision reached	Approved with reservations requiring response from Sponsor
Feedback to sponsor, author and CS	17/02/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Mar-22

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD

RfC



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-019
WHEN CIRCULATED	23/02/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	February 22-02
CIRCULATION LINK	<a href="https://www.surveymonkey.com/r/6YJHXTK">https://www.surveymonkey.com/r/6YJHXTK</a>
DEADLINE FOR RESPONSES	24/02/2022
PROPOSAL OR PROJECT	MSUS 2022
REFERENCE OR PROJECT CODE	170
PROJECT CATEGORY (IF PROJECT)	B: DfT Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	Updated to £279,310
SPONSOR	Guy Dangerfield
AUTHOR OR PROJECT MANAGER	Murray Leader

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	ML	
Theo de Pencier	A	
Cllr William Powell	A	
Arthur Leathley	A	
Rob Wilson	NR	
Keith Richards OBE	A	

Further observations	None
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### 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
- ML Maternity Leave

### CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved
Feedback to sponsor, author and CS	24/02/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Mar-22



<b>Board Meeting</b>	<b>Mar 22 BM</b>	<b>Meeting date</b>	<b>30/03/22</b>	<b>Agenda item</b>	<b>C 07.0</b>
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Purpose of submission	For decision / approval	Type of submission	Report
<b>Report Title</b>	Governance 2022-23		
<b>Sponsor</b>	Jon Carter		
<b>Author(s)</b>	Jon Carter		

### Summary

Every other year or so, it has been our practice to dust down the suite of documents which collectively set out how Transport Focus is governed, suggest any necessary changes, consult and then seek reapproval. There is no shortage of information that could form such a collection, but for Part 1 (at least) we have tried to keep it as manageable as possible, comprising largely our constitution (covering statutory duties and powers) and terms of reference for the Board and each of its committees and, for the formally established subsidiary undertakings, their memoranda and articles of association. Part 2, which has been in development, at least in the author's mind, for a while, will provide a further collection of less critical but hopefully useful information helpfully brought together in one place; we hope to publish this in the early summer.

I am grateful to all those who have responded to my consultation and who have provided helpful comments, so the pack is as good and useful as we can make it. I have in the past had a handful of copies printed and bound, and can do so again if anyone would find this useful.

### Recommendations (if decision or approval required)

The Board is now invited to approve Part 1 of the updated Governance Pack for 2022-23, **provided separately**.

### Further details

The key changes since the last issue of this pack in January 2020 are as follows (please note however that where there have been substantive changes to any part of this pack, the Board may have been asked to consider and approve these at some point between then and now):

- The Board has previously discussed and agreed informally the standing down of the Campaigns Steering Group, with any continuing or residual issues now for the whole Board to consider at its monthly members events. Without any campaigns in the 2022-23 workplan, it is time to formally confirm this. The Group can be resurrected at any time in the future, if there is a return to campaigning activity.
- The Transport User Panel group has been removed as its functions have moved elsewhere, and with oversight by SGG
- CARGO has been brought in-scope of the governance landscape, recognising the importance the Board attaches to its primary tasks.

Implications – financial / risk / legal / resourcing
There are no major implications to consider. The recruitment of a freelance minute taker has considerably eased the burden on the team, and the programme the Board has agreed goes some way to providing a balanced workload over the course of the year.

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 <b>major</b> , link it to an explanation below. Finally, select the most appropriate conclusion. <b>The completion of this section is NOT optional.</b>

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

### Conclusion

<b>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):</b>
<b>A full EIA is not required</b>