

Annual Ticketless Travel Survey

ScotRail Franchise Agreement: Schedule 1.6 (22.6)

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Introduction:

The Franchisee (Abellio ScotRail) was tasked with conducting an independent review (Committed Obligation 22.6) to ascertain the instances of ticketless travel and fare evasion across the full network.

Steer Davies Gleave was appointed by ScotRail to undertake a second Ticketless Travel Survey following the previous survey and associated analysis that has been undertaken across all eight service groups of the ScotRail franchise in June 2015.

Service Group	Line of Route
Glasgow – Edinburgh Express	Glasgow Queen Street to Edinburgh via Falkirk High.
Other Express Services	Glasgow Queen Street / Edinburgh to Aberdeen / Inverness.
Suburban West - Group 1	North Electrics, South Electrics, Argyle Line, and Motherwell - Cumbernauld.
Suburban West - Group 2	Glasgow Central to Ayr, Gourock / Wemyss Bay, Ardrossan / Largs and Kilmarnock – Girvan
Suburban West - Group 3	Glasgow Queen Street – Cumbernauld, Alloa, Dunblane, Falkirk Grahamston and the Northern Suburban Line.
Suburban West - Group 4	Glasgow Central - Paisley Canal, East Kilbride, Barrhead, Kilmarnock and Edinburgh via Shotts.
Suburban East	Fife Circle. Edinburgh to Alloa, Dunblane, North Berwick and the Borders.
Rural Services	Inverness to Thurso/Wick and Kyle of Lochalsh. Aberdeen to Inverness. Glasgow Central to Ayr, Carlisle and Stranraer. Glasgow Queen Street to Oban, Fort William and Mallaig.

This report presents the results of the Ticketless Travel Survey undertaken on Abellio ScotRail franchise services between Wednesday 11th January and Friday 27th January 2017.

The survey took a stratified sample across eight service groups and five time periods. It comprised 61 shifts (including one contingency shift) over a two week period and collected 22,603 observations.

In this survey the weekdays were split into four time periods – AM peak, inter-peak, PM peak and Evening.

The result reported is the weighted irregularity rate. This is based on a sample for each service group and time period (segment) adjusted to give proportionate weight to each segment reflecting actual passenger volumes, combined with assumptions on:

- The proportion of those who refuse to have their ticket checked (refusals) who fare evade; and
- The proportion of those who alight before their ticket is checked (alighters) who fare evade.

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Executive Summary:

The central case result is an irregularity rate of 5.26%, based on franchise revenue data for 2016. We also present Low and High estimates of ticketless travel, each of which has different assumptions for those who refused a ticket check, or alighted prior to the check being made.

- The Suburban West Group 4 has the highest irregularity rate, at 9.03%, followed by Suburban West – Group 1, at 7.74%. The latter service group has seen significant improvements in the irregularity rate by 5.8 percentage points since June 2015.
- Other Express services (between Glasgow/Edinburgh and Aberdeen/Dyce/Inverness) have the lowest irregularity rate, at 1.37%, followed by the Glasgow-Edinburgh Express service at 2.00%.



Case	Assumptions		Wighted Irregularity Rate
	Refusals	Alighters	
Low	Ave Ticketless Travel Rate	Ave Ticketless Travel Rate	5.07%
Central	50% Ticketless Travel Rate		5.26%
High	25% Ticketless Travel Rate	25% Ticketless Travel Rate	7.57%



As this report will demonstrate, progress has been made in reducing ticketless travel by focussing on a revenue strategy that delivers a well-informed, organised, motivated workforce that has 'customer experience' at its heart.

Abellio ScotRail will continue to deploy innovative schemes and technology to deliver enhanced opportunities for customers to purchase products and for staff to retail more efficiently.

A new marketing campaign will be deployed in April 2017 to encourage passengers to buy tickets before boarding. The campaign will clearly highlight the facilities available at stations (such as ticket offices and the availability of TVMs), as well as informing passengers of any savings that can be made through buying tickets prior to boarding via the ScotRail website or app.

Finally we will also work in partnership with Transport Scotland to explore all ticketing options to encourage the required behavioural change to further reduce ticketless travel.

Methodology:

The main survey was undertaken between Wednesday 11th January and Wednesday 25th January 2017 inclusive, with one contingency shift on Friday 27th January.

To ensure that a representative sample of passengers from across the ScotRail network was collected and that it aligns with how ScotRail manage their business, eight survey service groups were defined across the franchise.

The only significant change compared to the previous survey is that the Borders Railway has now opened and was surveyed as part of the Suburban East route.

Objectives of Survey Scheduling

A schedule was drawn up according to the following objectives:

- Covering as large a geographical area as possible;
- Sampling all service groups from end-to-end; and
- Sampling on different days of the week and throughout the day.

Whilst:

- Ensuring a large sample on service groups with the highest revenue and journeys; and
- Covering passenger flows in the right direction.

Constraints included:

- Sensible wait times between trains;
- Avoiding overcrowded trains where possible;
- Ensuring surveyor value for money (i.e. not surveying too many low usage services); and
- Avoiding any planned engineering works and major events, e.g. football matches that may bias the survey.
- Overall the objective was to capture a representative and significant enough sample for each service group and time period to enable the estimation of an irregularity rate that minimises margins of error subject to the constraints of the survey.

Survey Schedule

The survey schedule was developed in advance and agreed with Abellio ScotRail.

Below is a summary of the survey shift schedule. All shifts involved surveyors working in pairs.

One contingency shift on Friday 27th January (split between the Rural and Other Express services) was added to the regularly scheduled shifts outlined in the table below.

Service Group	Weekday AM 06:00 - 15:00	Weekday PM 15:00 - 24:00	Weekend 11:00 - 20:00	Total Shifts
Glasgow – Edinburgh Express	3	3	2	8
Other Express Services	3	3	2	8
Suburban West - Group 1	3	3	1	7
Suburban West - Group 2	3	3	1	7
Suburban West - Group 3	3	3	1	7
Suburban West - Group 4	3	3	1	7
Suburban East	3	3	2	8
Rural Services	3	3	2	8
Total	24	24	12	60

The schedule needed to provide sufficient observations in each of the forty service group/time period segments to allow robust analysis and estimation of irregularity rates.

The total sample size collected across the two week survey was **22,603** (including 2,253 alighters). This is less than the sample size achieved in the June 2015 survey (27,552, including 3,306 alighters). However, the observation rate has been affected by the following:

- The survey took place in January, whereas the previous survey was undertaken in the summer months. Seasonal variation in the number of journeys means fewer people may be travelling on the network resulting in a lower sample size; and
- During the survey period, weather conditions were poor with weather warnings issued and chances of heavy snow. Although this may have not impacted the surveyors during their shifts, the outcome may still have been a reduction in the number of journeys passengers were making.

The average number of observations for all service group/time period segments was 565. There were at least 200 observations in all but the weekday AM peak and weekday PM inter-peak period on the quieter Rural service group which has an impact on the confidence intervals of the route.

- Fewer trains on this route means that the shift legs are longer and surveyors might finish surveying all passengers before they reach the station where they alight and therefore see less people in total for a whole shift.
- A contingency shift on the Rural and Other Express service group was scheduled to address the lower numbers of observations.

Observations

The following table contains the full distribution of survey observations across the service groups and time periods.

- The number of observations (including alighters and refusals) per service group and time period used in the analysis was as follows:

Service Group	Weekday 06:00 - 09:59	Weekday 10:00 - 15:59	Weekday 16:00 - 18:59	Weekday 19:00 - 01:00	Weekend	Total Observations	% of Total	Total Shifts
Glasgow – Edinburgh Express	762	1,159	455	533	1030	3,939	17%	8
Other Express Services	713	848	379	210	1,402	3,552	16%	8.5
Suburban West - Group 1	614	681	422	325	401	2,443	11%	8
Suburban West - Group 2	406	837	712	302	321	2,578	11%	8
Suburban West - Group 3	367	675	559	301	334	2,236	10%	7
Suburban West - Group 4	481	610	620	348	772	2,831	13%	7
Suburban East	643	853	489	287	779	3,051	13%	7
Rural Services	166	895	432	96	384	1,973	9%	7.5
Total	4,152	6,558	4,068	2,402	5,423	22,603	100%	61
% of Total	18%	29%	18%	11%	24%	100%		

Surveying Methodology

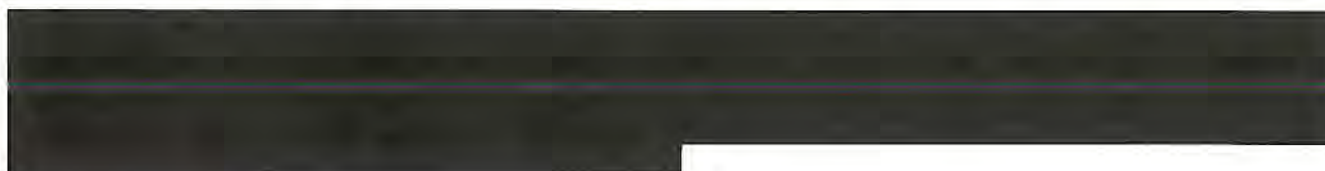
The ticketless travel survey is an electronic survey, which utilises handheld computers and dedicated survey software.

The key elements of the survey methodology were the following:

- Full health and safety risks assessment delivered by Steer Davies Gleave (SDG) in agreement with ScotRail;
- Full surveyor briefing was conducted by SDG and ScotRail, covering survey methodology, and the opportunity to practice the data collection process;
- Detailed shift schedule was provided to all surveyors, indicating the exact trains, route sections to survey, and where to board the train (front, middle or back);

- Prior to surveying, each surveyor made an announcement to all passengers on entering each carriage, stating they were performing a survey looking at ticket usage on behalf of ScotRail;
- On trains with guards the surveyor first met with the guard to check which carriages had already been checked;
- Information was recorded for every passenger in a train carriage, including alighters and those refusing to show their ticket; and
- Surveyors did not have authority to force any passengers to show their tickets and passengers refusing to take part in the survey were recorded as such.

In addition to counting those with valid tickets, the surveyors recorded thirteen different types of ticket irregularity, those who alighted the train before being surveyed and those who refused to participate in the survey (see following slide).



Irregularity Types

The following irregularity types were recorded by surveyors:

Irregularity Type	Description	Irregularity Class
Non-payment	The passenger cannot produce a ticket of any kind	No Ticket Whatsoever
Pay on the train	The passenger does not have a ticket, but has explicitly stated that they intended to buy a ticket on board the train.	
Journey taken after valid date	The ticket or pass has expired	Other No Ticket
Journey taken before valid date	The pass is not yet valid	
Forged / Altered	The ticket/pass/photocard has been tampered with/forged, defaced or altered	
Overriding	The passenger has travelled further than the destination on their ticket	
Missing / Stolen	The ticket or pass is missing or suspected to have been stolen	
Transferred use	The passenger is using someone else's pass (photocard does not match)	
Used at invalid time	The ticket or pass is being used at the wrong time of day	Wrong / Invalid Ticket
Child impersonation	The passenger has a child ticket or pass, but is clearly an adult	
Invalid Class	The passenger is using a Standard ticket on a First class carriage	
Misuse of railcard	The passenger has a ticket or pass that requires a railcard, but does not possess the appropriate card	
No photocard	The passenger has a pass but no valid photocard	Alighter
Alighter	The passenger alights the train before the surveyors can interview them	
Refusal	The passenger refuses to take part in the survey	Refusal

Once the survey has been completed processing the data is divided into two stages:

- Data cleaning; and
- Irregularity weighting calculations.

Data cleaning involves cross-checking the variables in the data to spot incorrectly coded entries, for example:

- Passengers with railcards that lack photocards (misuse of railcard) wrongly coded as no photocard;
- Passengers travelling at weekends on off-peak/super off-peak tickets and wrongly coded as travelling at an invalid time; and

In total 58 observations (c. 0.3%) were recoded for reasons such as these.

Further information on the cleaning and recoding process is shown in the following table.

This table shows the number of observations recorded by irregularity type (unweighted):

Passenger Class	Cleaned Observations	Recorded	% of Obs. Recorded	% of Total
Valid	19,146	56	0.30%	84.90%
Non-payment	237	-	0.00%	1.10%
Used at invalid time	8	-	0.00%	0.00%
Child impersonation	21	-	0.00%	0.10%
Journey taken after valid date	10	-	0.00%	0.00%
Journey taken before valid date	3	-	0.00%	0.00%
Invalid class	7	-	0.00%	0.00%
Overriding	22	-	0.00%	0.10%
Forged/altered	1	-	0.00%	0.00%
Misuse of railcard	10	2	20.00%	0.00%
No photocard	2	-	0.00%	0.00%
Missing/stolen	9	-	0.00%	0.00%
Pay on train	738	-	0.00%	3.30%
Transferred use	0	-	0.00%	0.00%
Refusal	78	-	0.00%	0.30%
Alighter	2,253	-	0.00%	10.00%
Total	22,545	58	0.30%	100%

Results:

The irregularity rate for each of the three cases is as follows:

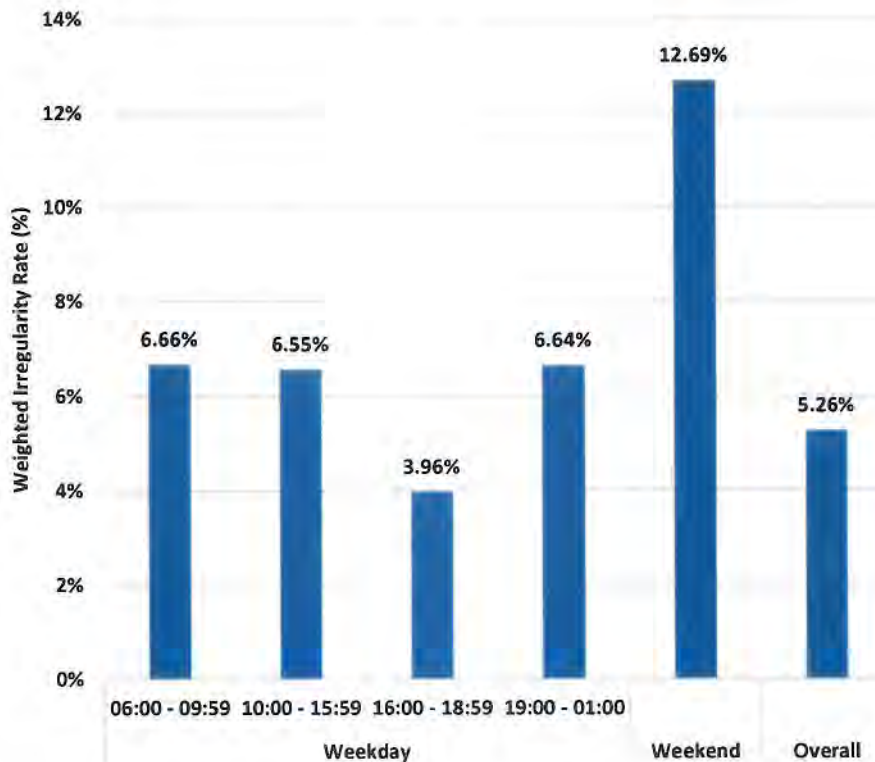
- The Low Case irregularity rate is 5.07%.
- **The Central Case irregularity rate is 5.26%.**
- The High Case irregularity rate is 7.57%.

Central Case Irregularity Rate by Time Period

Compared to the previous June 2015 survey, the central case irregularity rate has decreased by 3.23 percentage points.

The chart below shows the irregularity rate split by time period for the **central case**.

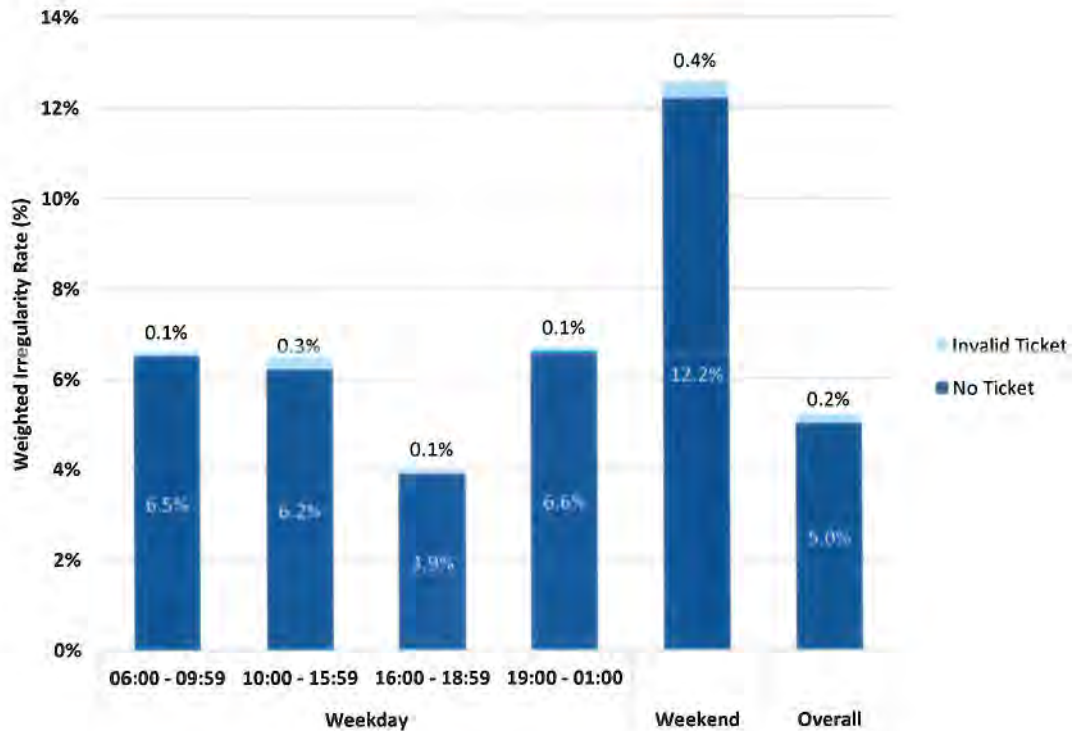
- The weekend period still has the highest weighted irregularity rate (12.69%), although it has decreased slightly since June 2015 (12.82%).
- On weekdays, the irregularity rate is very similar across the whole day, with the PM peak period having the lowest irregularity rate at 3.96%. On all four weekday time periods the irregularity rate has decreased since June 2015 with the biggest improvements happening in the PM peak period, from 8.15% in June 2015 to 3.96% in January 2017.



- The weekend irregularity rate is driven predominantly by an increased proportion of non-payment observations on the suburban routes, specifically Suburban West – Group 1, Suburban West – Group 4 and pay-on-train observations on Suburban West – Group 2 and Suburban East.
- By contrast, the proportion of pay-on train observations on the Glasgow-Edinburgh Express, Suburban West – Group 1, and Suburban West Group 4 has significantly decreased in the weekend period compared to 2015.

The chart below shows the irregularity rate split by time period for the **central case**.

- As the chart demonstrates, much of the ticketing irregularities consist of passengers travelling with no ticket – approximately 97% of all irregularities fall into this category. This figure was highest on the weekday evening period (close to 100% no ticket), and lower on weekday inter-peak periods (96% no ticket) and weekends (96% no ticket).

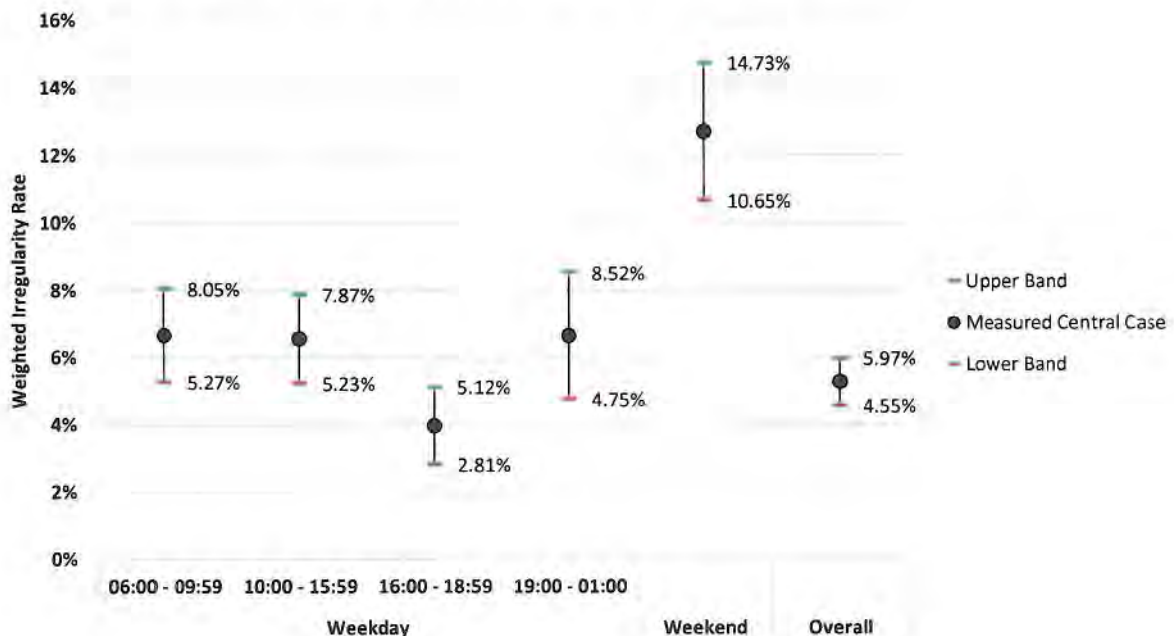


Irregularity Rate Margins of Error by Time Period

The chart below shows the **95% confidence interval** around the weighted central case irregularity rate for each time period, based on the sample sizes in each segment.

- Margins of error are affected by the irregularity rate, sample size and distribution of sample by service group within each time period.
- The maximum margin of error for any time period is $\pm 2.04\%$ which is for the weekend.

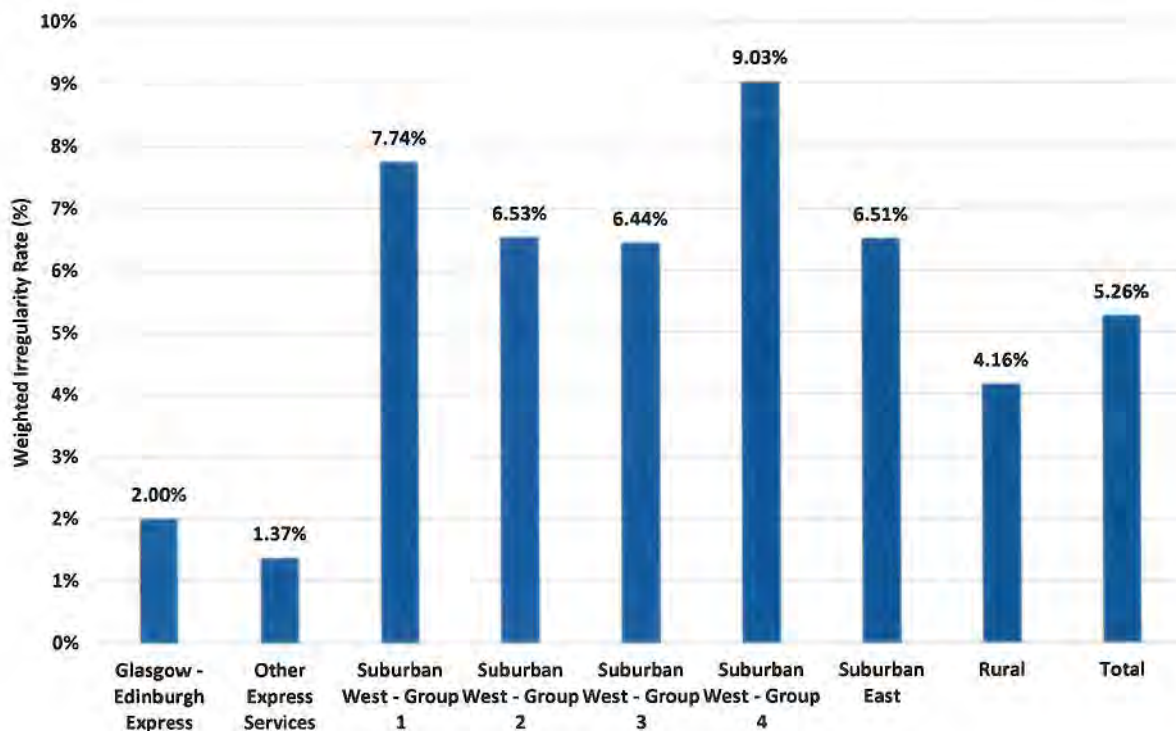
For the overall irregularity rate there is a margin of error of $\pm 0.71\%$. This implies an upper limit to the overall irregularity rate of 5.97% at the 95% level of confidence.



Central Case Irregularity Rate by Service Group

The chart below shows the **central case** irregularity rate by service group.

- In general, it is the Suburban services that have the higher irregularity rates, followed by Rural services. Suburban West Group 4 (Glasgow Central - Paisley Canal, East Kilbride, Barrhead / Kilmarnock and Shotts/ Edinburgh) has the highest irregularity rate, at 9.03%, followed by Suburban West Group 1 (Glasgow North Electrics, Glasgow South Electrics, Argyle Line, and Motherwell – Cumbernauld), at 7.74%.
- The express services have the lowest irregularity rates. The service group with the lowest irregularity rate is Other Express services at 1.51%, followed by Glasgow-Edinburgh Express, at 2.00%.

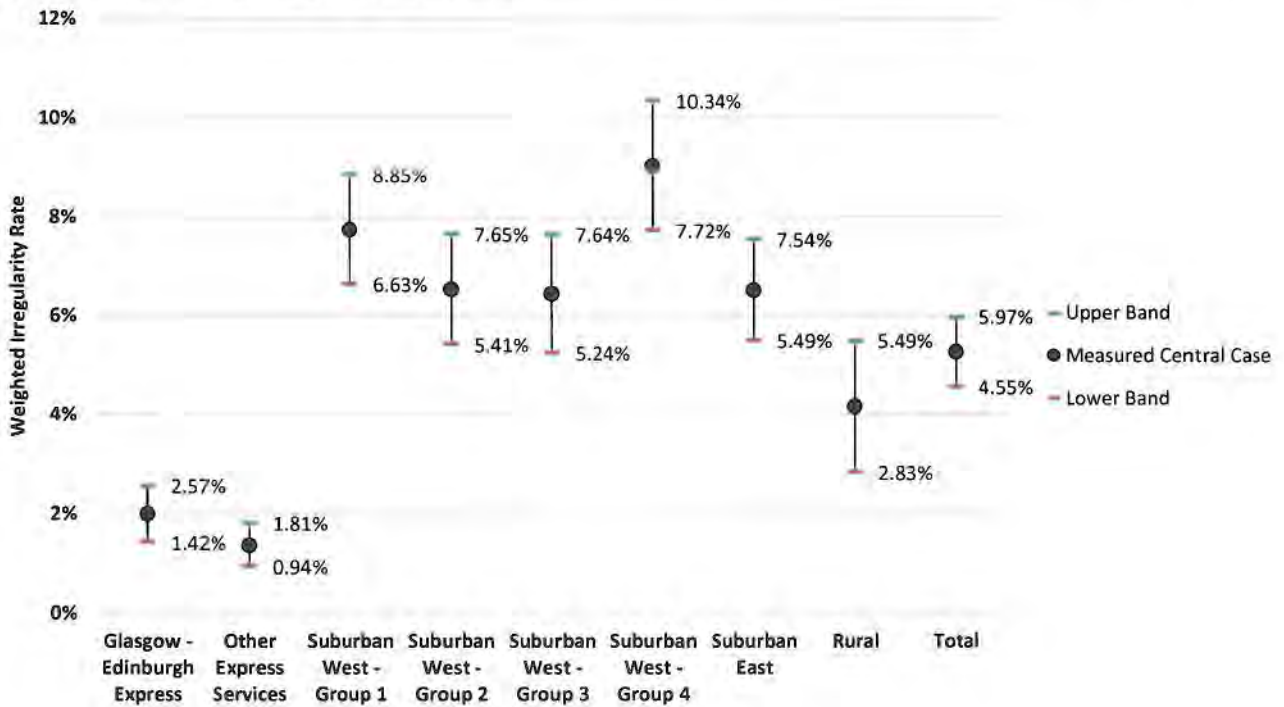


- Notable improvements in irregularity rates since June 2015 include the Suburban West – Group 1 route which has improved by 5.79 percentage points and the Glasgow-Edinburgh Express, which has improved by 2.48 percentage points since June 2015. Both improvements are driven by a decreased proportion of pay-on-train passengers.
- The irregularity rate has increased on Suburban West - Group 2 and 3, Suburban East, and Rural services, with the highest increases on Suburban West – Group 2 (from 4.71% in 2015 to 6.53% in 2017) and rural routes (from 2.90% in 2015 to 4.16% in 2017). The increased rate on this route is driven by an increased proportion of non-payment in all time periods apart from the AM peak, pay-on-train in all periods apart from the PM peak, and overriding observations in the weekend period.

Irregularity Rate Margins of Error by Service Group

The chart below shows the **95% confidence interval** around the weighted central case irregularity rate for each service group, based on the sample sizes in each segment.

Across the service groups the margins of error are slightly lower than by time period, because in most cases the irregularity rates are notably below the average. This is because the overall rate is dominated by Rural and Suburban services. The lower number of observations on the Rural routes that was mentioned on slides 19-20 impacts the higher margins of error on that route which is not considerably larger than the Suburban routes however.



Current Measures:

- Stations with Automatic Ticket Gates: 17 (+ 3 from 2015 position)
- Stations with Manual Ticket Barriers (Peak Times): 11 (+ 4 from 2015 position)
- Stations without Automatic / Manual Ticket Barriers: 331

Of the 331 stations without Automatic / Manual Ticket Barriers;

- Stations with Booking Offices / TVM's: 121
- Stations with TVM's only: 86
- Stations with no revenue facilities: 124

The customers claimed to have opted to buy on board for 3 main reasons;

- Lack of understanding of the National Conditions of Carriage and the need to buy before travelling.
[REDACTED]
- Habitual reasons e.g. why not board the train and then get served at seat - no perceived financial incentive to purchase prior to travelling / boarding.

In addition to the existing Station & On-Train revenue protection measures, the following enhancements were achieved during 2016;

- BBYB 'Rules of Travel' created and shared across the network, with buy-in from key stakeholders (BTP, PF & TS).
- New manual protection at key hot spot stations e.g. Edinburgh Waverley, Glasgow High Street and E&G Corridor.
- New ATG's at Bathgate and Exhibition Centre with renewed focus on all gated locations via efficient diagramming and utilization of all staff.
- Refreshed Fraud and Security team - 35% more productivity
- New suite of performance enhancing tools enabling a rounded understanding of staff and fixed assets, earnings, productivity and reliability in relation to revenue protection
- New Switch Teams created and active across the network promoting the use of TVM's, Booking Offices and the ScotRail App while promoting the migration to Smart
- New approach to recovering debt via the Ticket Irregularity & Unpaid Fares Strategy – Conversion rate increased from 5% to 85%. With a £30 admin fee for pre meditated acts of fraud.
- Dedicated intelligence based exercises across the network focussing on fraud, the customer environment (Quality of Life) and feedback from staff on perceived hot spots via dedicated staff surgeries
- 26 New TVM's located at key pinch point locations ensuring capacity better meets demand
- New staff app to report revenue related issues direct to BTP and Revenue Protection team.

Correlation to Crime:

Analysis has been carried out to review if levels of ticketless travel and fare evasion influence crime across the ScotRail network. Data was extracted from internal and external sources to ensure a full and comprehensive review took place.

The data sources indicate that there have been 50 incidents of crime impacting upon staff carrying out revenue protection duties during 2016.

The top 3 grades affected are:

- Ticket Examiner (19)
- Conductor (17)
- Gateline (9)

Community Intelligence Reports

Since BTP and ScotRail re-launched CIR in digital format, the number of reports we've received has soared.

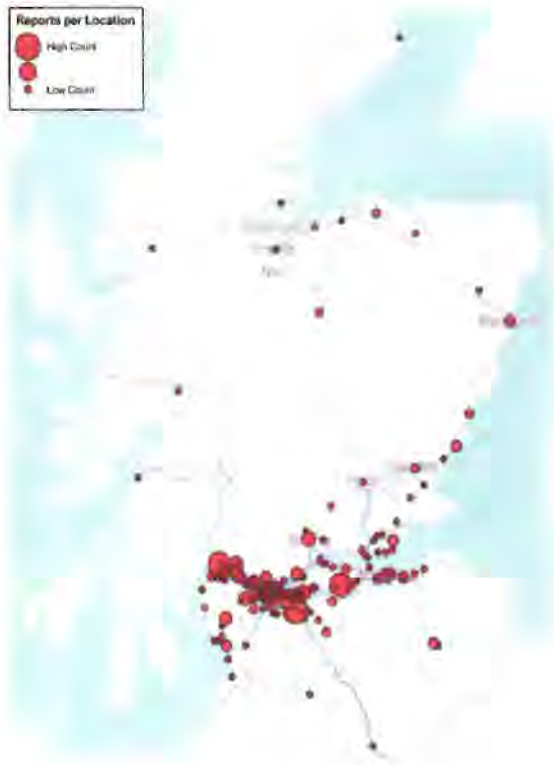
The re-vamped reporting mechanism for staff passing on information to BTP has been on-line since July 2016. Since its launch we have received almost 300 reports from staff across the country on subjects such as revenue protection and anti-social behaviour.

To put this in perspective, in the 12 months prior to the launch, we only received 72 paper-based CIR forms.

All CIR go directly to BTP Intelligence Bureau in Glasgow, who will firstly acknowledge receipt of the report by emailing the sender. The CIR are then assessed and sent to the officer in charge of the respective BTP Police post for their attention.

Any CIR marked as ticket irregularity or revenue related are forwarded direct to ScotRail's Revenue Protection team for further action.

This map highlights the locations where a CIR has been received.



Conclusions:

Irregularity Rate and Revenue-at-Risk

The overall irregularity rate under the central case in this survey is **5.26%**.

By service group:

- The Suburban West – Group 4 service group has the highest irregularity rate across all service groups, at 9.03%. Non-payment and pay-on-train observations are the drivers of the high irregularity rate on the Suburban West – Group 4 service group. Even though the irregularity rate is the highest on this route, however, [REDACTED]
- [REDACTED] observed on the Suburban West – Group 1 service group. Even though the irregularity rate on this route has decreased significantly since June 2015 (5.8 percentage points), [REDACTED], driven by the high number of journeys and yield.
- Rural and long distance services (Glasgow-Edinburgh, and express services to Aberdeen and Inverness) have much lower irregularity rates, which mitigates the impact of the higher irregularity rates on more suburban services.

By time period:

- The weekend time period has the highest irregularity rate, at 12.69%. This has less of an impact on the overall irregularity due to lower passenger volumes. Weekday irregularity rates are generally consistent at around 6.5%, with the weekday PM peak rate slightly lower at 4.0%.
- Weekday AM and PM peaks, at 6.7% and 4.0% respectively, have a large influence on the overall rate due to the passenger volumes in these time periods. Similarly, these two time periods account for more than half [REDACTED]

The impact of pay-on-train passengers is quite significant, and is likely to overstate the level of ticketing irregularities.

Ticket Irregularities and "Pay-on-train"

The vast majority (3.58% out of 5.26%) of ticketing irregularities recorded during the survey fall under the category of "pay-on-train" passengers, which were either passengers that had bought tickets on the train, or did not have a ticket but explicitly stated that they intended to buy a ticket on-board.

A number of passengers were travelling from stations with no ticketing facilities available at the time of travel, and thus were legitimately travelling without a ticket. We have accounted for this category of passengers and have assessed the change to the irregularity rate and revenue-at-risk if pay-on-train passengers travelling from a station with no ticketing facilities at the time of travel were treated as valid passengers, with results below.

Service Group	Irregularity Rate	
	Before	After
Glasgow – Edinburgh Express	2.00%	2.00%
Other Express Services	1.37%	1.31%
Suburban West - 1	7.74%	6.56%
Suburban West - 2	6.53%	5.23%
Suburban West - 3	6.44%	5.92%
Suburban West - 4	9.03%	7.42%
Suburban East	6.51%	6.51%
Rural services	4.16%	3.47%
Overall	5.26%	4.37%

It was also observed that the majority of pay-on-train passengers were boarding at stations with either a ticket office or TVM's, or both available. This would also have had a notable impact on the irregularity rates.

On this issue, it is likely that better education of passengers, through marketing and poster campaigns, will ensure more passengers at stations with TVM's and specifically part-time ticket offices are aware that they should use the TVM's when the ticket office are closed, and reduce the level of ticketless travel.

It is also worth noting that the vast majority of pay-on-train passengers will encounter (or will have already encountered) a Ticket Examiner during their journey, or will be required to buy a ticket at their destination station due to the presence of ticket gates. This means that revenue from that passenger will still be collected, even though they fall under the ticketless travel category. However, this affords people the opportunity to either alight from the service before paying or buy tickets for a shorter journey than the one they have made (e.g. a passenger alighting an Express service at Queen Street may claim to have boarded at Croy when in fact they boarded at Polmont). This is more of an issue on suburban trains where there is less time between stops for TE's to pass through the train.

The analysis of pay-on-train passengers demonstrates that the key areas to target are the Suburban West Group 2 routes (Glasgow Central – Ayr, Glasgow Central – Gourock/Weymss Bay, Glasgow Central – Ardrossan/Largs, and Kilmarnock - Girvan) at ungated stations where the irregularity rate is high. Other routes to focus on include the Suburban West Group 1 (Glasgow North Electrics, Glasgow South Electrics, Argyle Line, and Motherwell – Cumbernauld) which accounts for a high number of journeys. Key to note is that every percentage point reduction in the irregularity rate of these groups improves the overall irregularity rate by 0.14 and 0.43 percentage points respectively.

Similarly, targeting these service groups will have a beneficial effect on revenue-at-risk. Stations on the Other Express services route without ticket gates should also be a key target, given the amount of revenue on this particular service group.

Action Plan:

Initiative	Action
On-Train Revenue Performance Plan 	<p>Introduction of improved data sources for ticket examiners and conductors to enable real time access to infrastructure performance (ticket vending machines, booking offices, automatic gates, platform validators and mobile ticket issuing kit). This will enable the right ticket to be issued consistently across the network and the correct commission to be applied.</p> <p>Support On-Train staff with robust process detailing how to handle Ticket Irregularities with SMART products. New on-train announcements highlighting 'rule of travel' underpinned by new bespoke posters that highlight fraud checks and outcomes.</p> <p>New management information reports (exec to team manager level) highlight good revenue performance and areas for improvement e.g. right ticket retailing, turn and train averages, start and finish times, ticket and smart card checking and validation - all underpinned by clear goals and targets for all sectors of the business.</p> <p>New cross functional rostering to create economy of scale / increase peak time resources.</p>
Full Fare Enforcement 	<p>Phase 3 of 'Right Ticket Retailing' launched – discounted ticketing for on-train, automatic ticket gates and all manual barriers will be [redacted] 2017.</p> <p>Minimum ticket pricing for on-train and barriers staff introduced to counter pay on train customers [redacted]</p> <p>High profile [redacted] exercises supporting all On-Train staff with the continued roll out of BBYB and Right Ticket Retailing.</p> <p>Phase 2 of the Criminal Intelligence Report app rolled out across the network to enable rich information to be received in real time and acted upon by RPO / BTP</p>
Station Revenue Performance Plan (incl Excess Booth) 	<p>Introduction of new robust KPI's for passenger queuing and gate plunging at all Automatic Ticket Gates.</p> <p>Introduction of improved data sources for booking office, travel centre and barrier staff to enable real time access to infrastructure performance (ticket vending machines, booking offices, automatic gates, platform validators and mobile ticket issuing kit). This will enable the right ticket to be issued consistently across the network and the correct commission to be applied. In addition it will enable staff to act quickly with footfall surges and manage gate plunging more robustly.</p> <p>New staff rosters that better support customer flow rolled out at key city centre gatelines to increase staff numbers in a cost neutral manner - new work pattern will be based on footfall, customer flows and most effective retailing.</p> <p>New retailing facilities created at Tweedbank and improved protection at Glasgow Queen Street [redacted]</p>
TVM Revenue Performance Plan 	<p>Ticket Vending Machines trialled at ATG locations on the unpaid side of gates to influence staff deployment and focus.</p> <p>Installation of x10 additional Ticket Vending Machines located at key pinch point stations to remove barriers to compliance - reduce on-train and barrier retailing and in turn focus attention on ticket inspection.</p> <p>Dedicated switch team activity to promote the increased functionality on new GUI (advance ticket purchasing, increased ticket options and support available).</p> <p>New signage to promote location and to encourage use rollout across the network</p>
Buy Before You Board 	<p>New 'StaffBank' scheme introduced to utilise current staff to support revenue initiatives and deliver new revenue barriers at key pinch point locations.</p> <p>Phase 2 of the BBYB communication campaign launched to target, inform and educate customers (remove barriers).</p> <p>Performance and Resource Committee and Revenue Delivery Managers to attend all staff briefing sessions and create Ticket Examiner and Gateline instructors to support staff.</p> <p>New 'advance purchase' teams deployed at Edinburgh Waverley, Haymarket, Glasgow Central and Queen Street to improve day before retailing.</p>
Ticket Irregularity Process & Unpaid Fares Strategy 	<p>Continued roll out of the Unpaid Fare Strategy (UFS), with results widely shared via media to reduce appetite for risk</p> <p>[redacted] initiatives aimed at capturing payment of outstanding T's from repeat offenders.</p> <p>Significantly increase Revenue Protection activity / exercises across the network via the UFS (£30 admin fee, debt recovery & final warning scheme). Activity will be shared widely via press office with new information campaign for stations, on-train and poster sites.</p> <p>Refreshed back-office tools rolled out to monitor known hot spot ticket types, stations and usage.</p>
ATG Performance Plan 	<p>Introduction of improved data sources for Customer Experience & Revenue Protection staff to influence ATG operation and flow versus footfall.</p> <p>New queuing, [redacted] and passenger flow system rolled out at Glasgow and Edinburgh stations to enable quicker egress for customers holding a valid ticket. Additional resources created to focus on customers who arrive without a valid ticket to ensure the correct balance between challenge and migration advice is achieved.</p> <p>New Automatic Ticket Gates at Edinburgh Gateway and potential new ATG's [redacted] at Edinburgh Waverley, Paisley Gilmour Street, Partick and Dyce</p> <p>New mobile 'HIT Squads' deployed to know hot spots to ensure the correct ticket types are being used - gate operation will also be improved via new staff training and ownership.</p>
Additional Manual Barriers & Spot Barriers 	<p>Seasonal Revenue Protection spot barriers at Aldrie, Helensburgh, Nelliston, Gourrock and Largs.</p> <p>Spot checks carried out via OTR / LTS and out of grade resources.</p>
Revenue Protection Officers / Switch Team Initiatives 	<p>Deliver x16 new Manual Barrier locations – [redacted] at key feeder stations to reduce city centre and on-train retailing.</p> <p>Dedicated intelligence based exercises across the network focussing on fraud, the customer environment (Quality of Life) and feedback from staff on perceived hot spots via dedicated staff surgeries.</p> <p>Pop-Up Booking Offices launched and rolled out to key pinch point locations to ensure customers access the best value tickets at source.</p> <p>Switch Teams continue to promote the use of TVM's, Booking Offices and the ScotRail App while encouraging the migration to SMART.</p>