



National Assembly Members

5 June 2019

Dear Assembly Member

I write to inform you of the requirement to replace all Concessionary Travel Cards (bus passes) for eligible pass holders by 31 December 2019.

Concessionary Travel Cards are currently issued by local authorities in the form of a smartcard with a common expiry date of 31 December 2019, the smartcards will expire on this date and there is no facility to extend the life of the card. As a result, the whole current smartcard estate (circa 750,000 cards) will require replacement by 31 December 2019 to ensure that cards can continue to use the smart equipment on bus services.

To ensure compliance with regulations and personal data all current eligible pass holders will need to reapply for a Concessionary Travel Card, using a new online central service. It is really important to be aware that new replacement smartcards will not be automatically sent to current pass holders.

Members will be aware that local authorities are legally responsible for administering the scheme under the Transport Act 2000. However, due to the resources required for such a large scale replacement programme, I have agreed for Welsh Ministers to act as agent to the local authorities to deliver this programme. I am pleased to advise you that I have remitted Transport for Wales (TfW) to deliver the card replacement programme on behalf of the Welsh Government.

I am grateful for the co-operation and positive approach by local authority officials in working with TfW and my officials to deliver this programme. It is essential that there is no interruption to bus service access for pass holders and I am confident that by working together we will achieve a successful outcome.

I would like to stress that the eligibility criteria for pass holders will not change as a result of the card replacement programme.

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

A detailed and comprehensive information and engagement campaign will be launched by TfW this September to inform eligible persons of the requirement to reapply for a replacement card. TfW will ensure that local arrangements will be in place for those who aren't able to access the online central service although the online reapplication method will be the option of choice.

I have attached the TfW communication briefing summary for the information of Members. I have also asked TfW to arrange a briefing session in the Senedd to meet Members on Wednesday 19th June for you to obtain further background and to discuss any issues you may have. TfW will email your offices shortly with details of this briefing session.

The Concessionary Travel Card replacement programme provides an exciting opportunity to ensure that the new cards are 'future proofed' and compatible with potential future enhancements such as wider public transport integration, subject to regulations and appropriate agreement.

I will keep Members updated on developments.

A handwritten signature in black ink, appearing to read 'Ken Skates', written in a cursive style.

Ken Skates AC/AM
Gweinidog yr Economi a Thrafnidiaeth
Minister for Economy and Transport

Bus Concessionary Card Campaign

Campaign objective

Transport for Wales is managing the reissue of around 750,000 concessionary Smart Bus Cards on behalf of Welsh Government, who are working as agents on behalf of local authorities in Wales.

The roll out will see one of TfW's largest programmes of customer facing changes issued across Wales as a whole, needing to reach and effectively engage with some of the most vulnerable citizens across Wales' communities.

An essential element of the communication plan will involve comprehensive stakeholder management. This will include engaging with staff affected by the changes from across our partner organisations, as well as ensuring we effectively engage with the wider support network of the card holders (family, carers, support workers) throughout the phases.

Aims of the communications

To make sure the targeted audiences are well informed and are clear what the call to action is, resulting in:



Minimum 95% active card holders to reapply by 31 December 2019



80% active card holders to reapply online



100% active card holders by end of January 2020



90% customer satisfaction in the reapply process



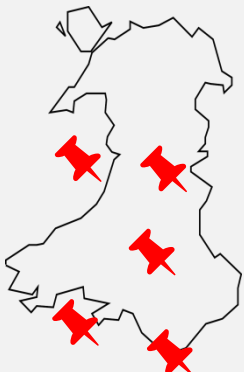
100% of staff affected Understand their role in the change



Active Travel and accessibility priorities will be reflected throughout the campaign, wherever possible.

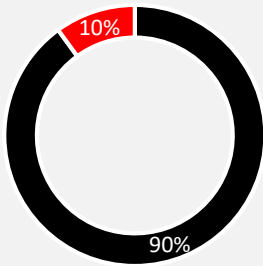
The campaign is Wales-wide. Considerations for level of accessibility and capabilities of the card holder to reapply independently will be essential in our tactic choices and key messages, making sure the right help is available for those most in need will be essential.

The comms activity will be staggered from April 2019 – February 2020 to manage traffic to PTI Cymru and online platforms.



Audience insight

External Stakeholders



Campaign is aimed at the **750,000*** current bus card holders -

- 420,000 are active users (within last 12 months)
- 90% of which are over 60
- 10% of which are disabled citizens. (5 years +)

Stakeholder and partnership engagement will also be an essential component to maximise opportunities, for instance local authority and NHS services.

Once audience demographic is established, we can map accessibility preferences to ensure maximum engagement i.e. radio, print, etc.

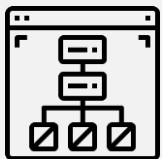
***approximate figures**

Internal Stakeholders & Ambassadors

All staff affected by the changes –

- Front line Staff – local authorities, PTI Cymru
- Drivers
- Card holders (staff of TfW, LAs, Bus Providers & WG)
- Family/Carers (staff of TfW, LAs, Bus Providers & WG)

Strategy



The communications will need to be effective but not create panic or overload staff and systems. We will launch slowly and build the campaign with evolving messages.

The Project team will lead on developing the detailed plan of activities & drafting with LAs, Operators, cardholders & disability & older groups. Communications will support with review, production, branding and liaison with the media and government business.

Key messages across the phases:

Phase 1 – Preparation/Planning

No need for card holders to be concerned

Phase 2 - New Cards/New users

New to the scheme. Why is my card different?

Phase 3 /4 – Outreach/targeted activity

Re- apply now – find out more

Have you renewed?

Come along to one of our drop-in sessions

Has your relative/friend renewed?

Old style card being used, get a new one (drivers)

Phase 5 – Grace period

Old style cards no longer accepted

Apply for your new card now

Corporate key messages – linked to TfW vision:

It will be a good opportunity to promote the TfW brand across Wales.

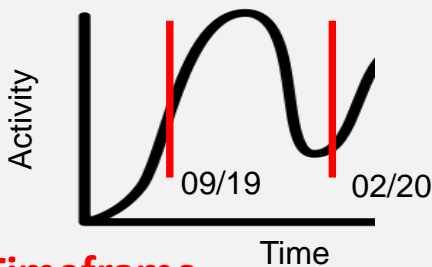
- Working together with our partners to deliver the best customer experience for the people of Wales (WG & LAs)
- For People. For places. For Wales.
- Keeping the people and places of Wales moving.

The scheme is aligned to WGs Policy, Well-being of Future Generations (Wales) Act and TfW’s Corporate Plan objectives.

The nine protected characteristics to be represented across comms materials.

The communications plan will be structured around **6 key phases:**

1. Preparation /Planning/reactive lines ready to be deployed tactically (Feb – June 19)
2. New cards (new users) (June- Aug 19)
3. Outreach/targeted activity (Sept– Oct 19)
4. Wider campaign (Nov - Dec 2019)
5. Grace Period (Jan 2020)
6. Launch of Ticketing vision (TBC) (Feb 2020)



Detailed activity to be included in the Activity Programme Plan.

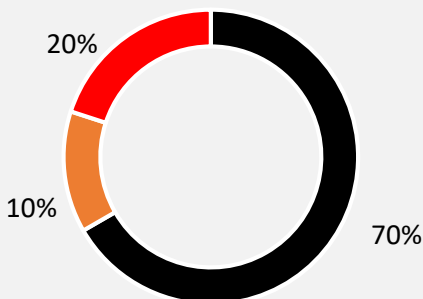
(See appendix 1)

Timeframe

Feb 2019 – Feb 2020

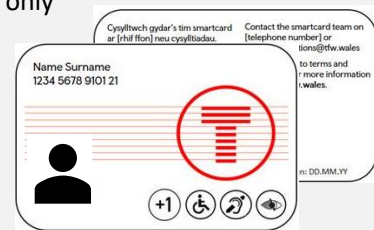
For illustrative purposes only

Budget PROPOSAL



- Activity*
- Print/Design/Collateral
- Direct mail

(See appendix 2)



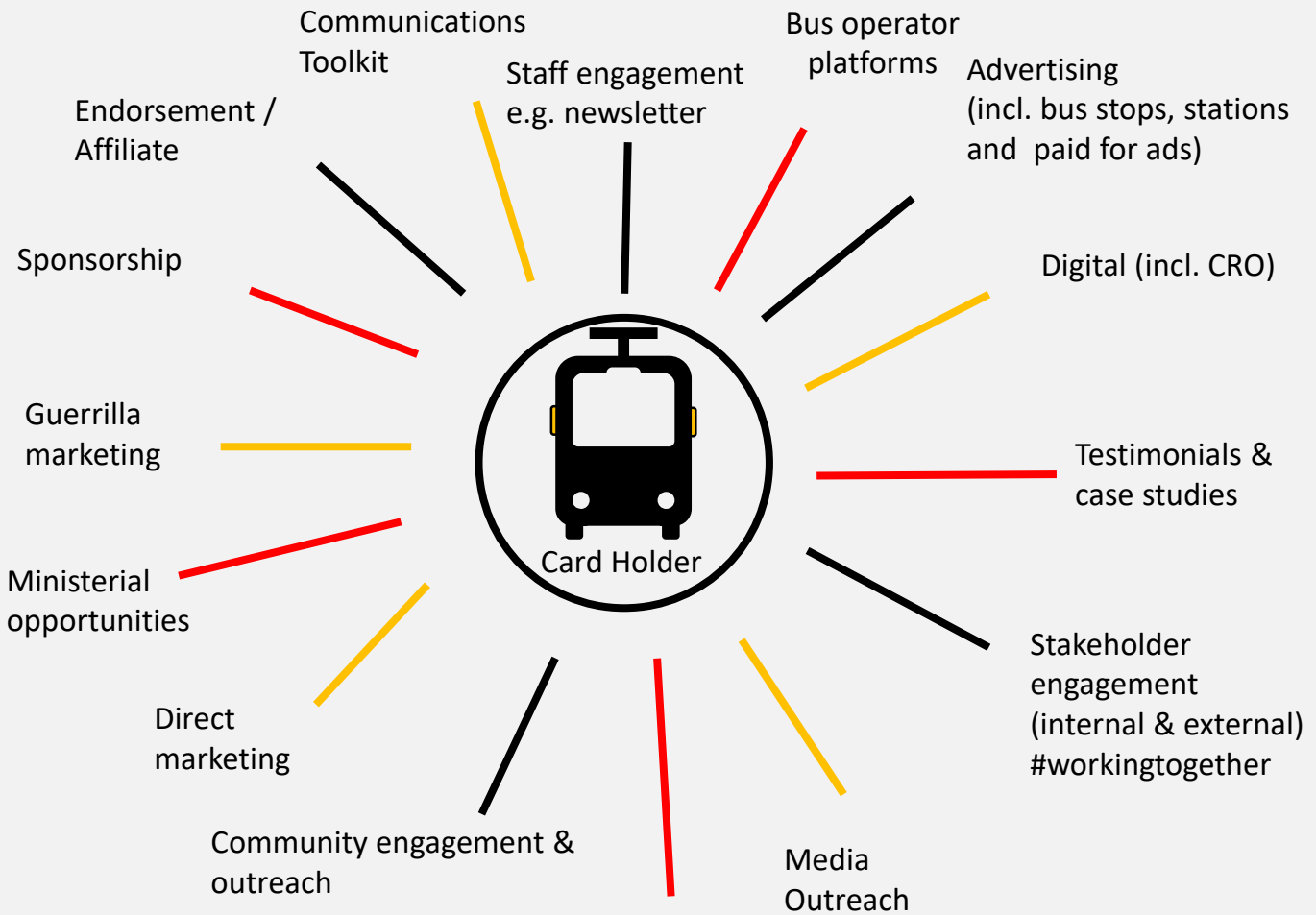
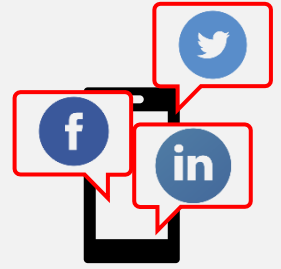
The proposal is based on anticipated costs of a campaign of this scale.

We will look at all options that cost nothing/minimal cost to compliment and support the wider campaign, including all internal platforms across TfW and our key stakeholders.

*includes engagement, outreach events and advertising opportunities across Wales.

A number of channels will be explored, including:

- Multi-channel campaign to include internal and external communications with channel integration
- Face-to-Face interaction to support those most in need
- Being led by the customer journey
- Importance of customer segmentation – data strategy
- Different communicators – local level (e.g. social workers, NHS staff)
- Use appropriate metrics
- Outsourcing where appropriate to maximise budget



TfW Resource



Communications Officer



Communications Manager



Digital Officer



Media Manager



Senior Communications & Engagement Manager

Scoring / evaluation

We will monitor outputs and outcomes weekly throughout the campaign to manage effectiveness of messages/activity and evaluate once campaign is complete.

Review of impact of different strategies – trail number of different channels.



Application figures – online and paper based

- The data from the applications will also provide us with hot spots of areas where there is a low rate of response – allowing us to target areas throughout the campaign.



- Hits to the website pages/online portal/social media shares / comments and likes – click through stats
- Social media coverage (Conversocial)
- CRM stats/evaluation



- Application figures – online and paper based



Look at an option to send out a survey after new cards issued to rate the customer experience of changing the cards, as part of Tfw's customer experience commitments.



- Media coverage (post change – no news is good news)
- Level of traffic to hotline (low traffic shows success in reach)



Staff engagement

- Pulse surveys to provide temperature check on the mood of staff following the changes
- Feedback from staff – Tfw and operators
- Feedback from key stakeholders e.g. Local authorities, local councilors