We spoke to both our **RDG Barcode team** and the **Phase 1 TOCs** to **collate feedback** on what has **worked well**, and what **could be improved** within the Barcode project to date. Here's what we heard…

PHASE 1 RETROSPECTIVE

What has worked well?

Overall project documentation, visuals and controls

The way the RDG team runs and communicates regularly with TOCs i.e. Working Group meetings

RDG team expertise and credibility built

Improved external relationships and engagement. TOCs have good understanding of the overall project goal and how to achieve this

What's the stats?

100%
of P1 TOCs surveyed, rated…

at least

⭐⭐⭐

or satisfaction with the overall delivery of Barcode Phase 1 to date (out of 5)

80%
of P1 TOCs surveyed, said…

at least

⭐⭐⭐

for the level of engagement with the overall design of the future Smart Ticketing Customer Experience (out of 5)

80%
of P1 TOCs surveyed, said…

⭐⭐⭐⭐

for the level of engagement with the Barcode Project to date (out of 5)

What could be improved?	Improvement steps in place
1. Communications within Owning Groups; including better cascade of comms from Boards to TOCs	✓ We have made formal requests from chairs of Boards / Committees to ensure discussions are cascaded down ✓ We have set up the TOC noting forum and a regular overall supplier/TOC/RDG session
2. Complexity of governance & structure; confusion of the number of Boards / Forums / Committees and who attends	✓ Work is in place to publish the governance structure and how all Boards / Forum / Committees fit together and who attends each with their influence / purpose. This to then be handed over the central PMO team ✓ Endeavour to ensure full sign off for our approvals submitted rather than 'in principle'
3. Lack of specificity; gate requirements took too long to confirm and are still being challenged / changed now	✓ We are currently completing the work on benefits realisation to ensure success factors have been define ✓ We have created a formal change request process / template so written sign off is now required internally for changes
4. Unclear on the role of RDG in representing the industry within programme and alignment with DfT	✓ We've published in the STNR newsletter the Project Charter to make it clear the roles & responsibilities of RDG
5. Continue to build upon relations and collaboration with DfT	✓ We will provide regular playbacks across all of Smart Ticketing on National Rail
6. Still more industry SMEs are needed	✓ When run TOC kick off sessions, fully understand what everyone's role and SME knowledge is ✓ As an RDG team, we will identify and publish areas of expertise and we will introduce a SME product role to the team
7. Supply chain monopoly of the market	✓ RDG have facilitated a session with the ORR to review the supply chain challenge ✓ We will create a Procurement Manager role within RDG
8. Negative preconception of TPR on all scenarios	✓ We have started a TPR monthly stakeholder meeting to improve communications and engagement
9. TOCs want more info on the wider work and strategy 10. Smart Newsletter could be more informative for TOCs	✓ We hold an Owning Group Rep pre-call to Delivery Board to share the programme key messages ✓ We have rebranded the newsletter to include updates from all of Smart Ticketing, not just barcode.
11. Industry-wide approval of mobile ticketing is needed	✓ Paper has been approved at Fares and Retail group to address the need for an Industry-wide approval of mobile ticketing, work is in progress to implement this
12. RfP request should have come before work began on delivering it	✓ We are working with DfT policy to develop a longer range vision for Smart Ticketing and have established the Future Connected Ticketing Board. This will give TOCs more view of what is coming