

# Minutes

## Management Team

**Date:** 27 January 2014  
**Location:** Fleetbank House, London  
**Time:** 1203 - 1530

### Present

David Sidebottom	DS	Acting Chief Executive
Ian Wright	IW	Head of Research
Mike Hewitson	MH	Head of Passenger Issues
Jon Carter	JC	Head of Business Services
Nigel Holden	NH	Resources Director
Katie Armstrong	KA	Passenger Team Manager
Martin Clarke	MC	Business Services Executive
Sara Nelson	SN	Head of Communications
Hazel Phillips	HP	Interim Head of Communications
Jon Clay	JCI	Senior Passenger Team Executive
Linda McCord	LM	Senior Passenger Manager

### Standing items

#### 1. Minutes of previous meetings

Minutes from 25 November 2013 and 6 January 2014 **agreed**.

#### 2. Management team action matrix

No.	Meeting	Issue	Action	Who	Due	Notes
<b>MT486</b>	26/11/12	Corporate social responsibility	Develop policy and capture what Passenger Focus already does in this area	NH / EC	Jan 2014	<b>Work in progress. Exp March 2014</b>
<b>MT507</b>	03/06/13	Social media	Provide staff guidance on social media usage.	SN/NH	Nov 2013	Draft to go on Connect, followed by workshop. <b>On Feb 2014 agenda</b>
<b>MT533</b>	02/09/13	Business continuity communication plan	Write a communication plan for times of office disruption eg. network problems to form part of the business continuity plan	NH	Oct 2013	In progress. Completion by Dec 13. On ARAC action matrix. <b>Complete, delete</b>
<b>MT 535</b>	30/09/13	Passenger Manager	Conduct risk assessment and prepare job spec	DS, JC	Dec 2013	<b>Ongoing. Feb 14</b>

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<b>MT 538</b>	21/10/13	BPS significance testing	Inform relevant stakeholders about significance testing issue with BPS	IW	Nov 2013	<b>Ongoing. Jan 13. Complete, delete</b>
<b>MT 539</b>	21/10/13	Document retention policy	Define a document retention policy for Connect	JC	Dec 2013	<b>Feb 14</b>
<b>MT 541</b>	21/10/13	HS2 panel	Clarify Freedom of Information protocol regarding the HS2 panel	JC	Nov 2013	<b>Complete, delete</b>
<b>MT 544</b>	21/10/13	Passenger contacts report	Create a 'filtered' chart checking passengers are getting through to the right person quickly	KA	Jan 2013	<b>Complete, delete</b>
<b>MT 545</b>	25/11/13	Passenger team scores	Provide narrative to give context to the Passenger Team performance scores, with a Connect update	KA	Jan 2013	<b>Complete, delete</b>
<b>MT 546</b>	25/11/13	Workplan strategy regarding bus	Consider workplan strategy for bus	DS/MH	Jan 2013	<b>Complete, delete</b>
<b>MT 547</b>	25/11/13	Organisation name	Provide ideas for "Transport users focus" name	All	Jan 2013	<b>Ongoing</b>
<b>MT 548</b>	25/11/13	Staffing update	Circulate a note to all staff of DS working pattern as Acting Chief Executive.	DS	Dec 13	<b>Complete, delete</b>
<b>MT 549</b>	25/11/13	Staffing update	Circulate a note introducing Hazel as the interim Head of Communications	SN	Dec 13	<b>Complete, delete</b>

### 3. Current action matrices

Noted. BM234 would be on the February Board Meeting agenda.

### 4. Workplan update – seven main objectives

Noted.

PRX-001 Franchising: bidders were becoming more passenger-focused. We would cover the first two bids, but would have to carefully look at resources thereafter for future franchises. The East Coast survey had been successful, with the target of 500 responses comfortably exceeded.

PRX-002 It was anticipated that Year End would see fewer than 3000 cases opened. The train operating companies' own case backlogs due to the poor weather disruption may lead to an increased number of calls to us about the time taken to handle complaints. Ventrica was currently dealing with this type of enquiry, and as they were charging on a per-case basis, there was the possibility of an associated increase in cost to Passenger Focus.

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- PRX-003 BPS: Go-Ahead had signed up. We were unlikely to agree a pan-Scotland or a Wales survey before the Autumn.
- PRX-004 On track
- PRX-005 On track
- PRX-006 TPS: On track – five areas on board
- PRX-007 On track

## 5. December 2013 KPI report

The December 2013 KPI report was **noted**.

## 6. Management accounts

The December 2013 Management Accounts were **noted**.

## 7. Absence report Q3

**Noted.** [REDACTED]

## Change

## 8. Sponsorship meeting

DS reported back on the sponsorship meeting held at the DfT on 14 January, in particular the issues surrounding the Chair recruitment and third party funding. JC had provided a draft template for summarising Passenger Focus's workstreams and a template letter for third-party funding proposals.

## 9. Roads

DS provided an update on our potential additional remit to cover road users.

## 10. Management assurance statement

JC presented the draft document, which was **noted**. JC asked colleagues to read and make any comments in the next week. JCI highlighted "digital by default" as an area we should give more consideration.

MT 550	27/01/14	Management assurance	Read and comment	JC	Feb 14	
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		statement				
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## 11. Passenger contact statistics

KA gave an overview of the Passenger Team scores and reporting format. [REDACTED]

[REDACTED] DS said that the report was helpful, and would like to see it repeated. NH suggested including an average to demonstrate 'near misses'

KA also presented a graphic demonstrating how passengers were contacting us, and how our system helps them get through to the right person. This was welcomed by the Management Team. JC queried the cost to us of hang-ups and re-directs. JCI drew attention to the number of enquiries via web forms. SN suggested publishing response times for different methods on the website to help people choose the most efficient method.

## 12. Data tool support contract

Noted. Provisionally up to **£4,320** from next year's budget **agreed**.

## 13. Open Data Group terms of reference

**Agreed.**

## 14. Open Data work planning 2014-15

DS said that that the group should report on progress regularly to Management Team. JC suggested that this should feed in to the Passenger Focus workplan. **Agreed.**

## 15. Equalities survey by Passenger Contact Team

KA asked what the implications of not doing the survey would be. NH said we wouldn't know what the barriers to our services were. JCI suggested that this survey could miss those to whom there is a barrier as they wouldn't be able to access us in the first place to receive the survey. IW said we should include with the satisfaction questionnaire. It should be run for long enough to get a sufficient sample size.

<b>MT 551</b>	27/01/14	Equalities survey	Check similar organisations	JCI	Feb 14	
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The meeting **agreed** with the recommendations.

## 16. First Great Western in-house appeals



## 17. March staff and board away day

JC reminded colleagues that this would be held in London on 12 and 13 March, and urged them to book travel.

## Project framework: project reviews and briefs for approval or amendment

### 18. Project briefs for approval

- Testing NRPS mixed paper/online data collection. IW said that this could help boost engagement with younger passengers. It would be a separate pilot alongside the NRPS spring wave, but comparable in structure and style. **Agreed.** £28,620 from this year's NRPS budget
- Apps development. **Agreed.** £30,000 funded by DfT smart ticketing
- Smartcard market study. **Agreed** £25,000 funded by DfT smart ticketing
- Innovation in ticketing. **Agreed.** £30,000 from DfT smart ticketing
- South Eastern Flexible Ticketing branding. **Agreed.** £35,000 funded from DfT smart ticketing

### 19. Revised project budget/scope for approval

### 20. Project reviews for noting

- CRM subscription option. **Noted.**
- Ticket to ride – legal advice. The project cost was revised due to legal fees being hard to predict. **Noted.**
- Passenger engagement and consultation. It was thought that we should keep the project specification narrow to allow greater flexibility in follow-on actions and a more predictable project end-date. **Noted.**
- Bus value for money. The quality of writing from the research agency was an issue. We should perhaps be clearer about the expectations of the end product, and consider alternatives to the “traditional” full, written report. **Noted.**
- Recording engagement. JCI reported that this project hadn't been so successful as it had been hard to get the process of updating the CRM system engrained as a priority in our day-to-day work. **Noted.**

MT 552	27/01/14	Stakeholder strategy	Review strategy taking into account project feedback	JCI	Mar 14	
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- Increasing our reach. **Noted.**
- Empowering others with data. We should keep this in mind for future, digital-related projects. **Noted.**
- Rail passenger app design. **Noted.**
- BPS online pilot. **Noted.**
- Contact centre set-up. **Noted.**

JC reminded colleagues that completed reviews should include the project reference number.

MT 553	27/01/14	Project reviews	Review how we ensure that lessons from projects actually get learnt	JC	Mar 14	
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## 21. One-off spend requests for approval

### Any other business

Annual report: NH drew attention to the need to start compiling this. DS suggested building on JCI's work on Passenger Focus achievements and the work led by Heather Minshull on performance reporting.

### Briefing

CRM  
Consider lessons to be learnt from project reviews  
Roads  
Workplan

The meeting **closed** at **15.30** hrs.

Signed as a true and accurate record of the meeting:

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David Sidebottom  
Acting Chief Executive

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Date

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## Freedom of Information Act 2000 Section 22

Proposed publication date	27 July 2014
Publication issues	Certain sections may need to be redacted.
Diary entry to be made by	Martin Clarke
Publication to be authorised by	Jon Carter

RELEASED JULY 2014