

Minutes (released)

Management Team

Date: 25 November 2013
Location: Fleetbank House, London
Time: 1203 - 1508

Present

Anthony Smith	AS	Chief Executive (Chairman)
David Sidebottom	DS	Passenger Team Director
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

Standing items

1. Minutes of previous meeting

Agreed, subject to minor amendments. JC reminded colleagues that to save time, amendments to minutes should be made when the first draft is circulated after the meeting.

2. Management team action matrix

No.	Meeting	Issue	Action	Who	Due	Notes
MT486	26/11/12	Corporate social responsibility	Develop policy and capture what Passenger Focus already does in this area	NH / EC	Jan 2014	Work in progress
MT507	03/06/13	Social media	Provide staff guidance on social media usage.	SN/NH	Nov 2013	Draft to go on Connect, followed by workshop. With SN for completion by Dec 2013
MT515	24/06/13	Corporate plan	Develop a new three-year corporate plan	AS	Dec 2013	On agenda, complete, delete
MT518	24/06/13	Tidy Connect	Put on a staff roadshow to encourage "slimmed down home pages, focussed on the end user".	NH	Sep 2013	Planned for January. Complete, delete.
MT524	29/07/13	Diversity	Find out how OFT increased	AS	Oct	Complete, delete

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			diversity in their organisation		2013	
MT533	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
MT534	02/09/13	Norfolk Smart ticketing	Circulate Norfolk Smart work amongst staff	IW	Oct 2013	Complete, delete
MT 535	30/09/13	Passenger Manager	Conduct risk assessment and prepare job spec	DS, JC	Dec 2013	Ongoing
MT 536	21/10/13	Workplan update	Prepare for making the seven main objectives document public	JC	Nov 2013	Complete, delete
MT 537	21/10/13	PIT resources	Review PIT resources with respect to objective PRX-001.	MH	Nov 2013	On agenda. Complete, delete
MT 538	21/10/13	BPS significance testing	Inform relevant stakeholders about significance testing issue with BPS	IW	Nov 2013	Ongoing. Jan 13
MT 539	21/10/13	Document retention policy	Define a document retention policy for Connect	JC	Dec 2013	
MT 540	21/10/13	Connect administrators	Circulate a list of people with administrator powers over Connect	NH	Nov 2013	Complete, delete
MT 541	21/10/13	HS2 panel	Clarify Freedom of Information protocol regarding the HS2 panel	JC	Nov 2013	
MT 542	21/10/13	Late evening traveller	Publicise results – for example via Passenger Voice	SN	Nov 2013	Complete, delete
MT 543	21/10/13	Video equipment training	Create a formal proposal for external training. Gather expressions of interest among staff for receiving such training	SN	Nov 2013	Complete, delete
MT 544	21/10/13	Passenger contacts report	Create a 'filtered' chart checking passengers are getting through to the right person quickly	KA	Jan 2013	

3. Current action matrices

Noted. Action BM236 was to be related to MT544.

4. Workplan update – seven main objectives

Noted.

PRX-001 NH suggested that this should include our work on trust and rail passengers.

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5. Aug 2013 KPI report

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

MT 545	25/11/13	Passenger team scores	Provide narrative to give context to the Passenger Team performance scores, with a Connect update	KA	Jan 2013	
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NH asked if the range of times for Ventrica answering calls was available, rather than just the mean time. KA would include this with action MT544.

6. Management accounts

Noted.

7. Staff forum

AS reported that the staff forum looked again at the need for consistency regarding our policy on TOIL and working from home. NH said that staff workload remained a concern.

Change

8. Board meeting/Stakeholder events strategy

JC gave an overview of the three joint stakeholder/Board events held in 2013, in Bristol, Edinburgh and Cardiff. Feedback scores were provided for Edinburgh and Cardiff, and were positive, and example budget figures had been provided for the Cardiff events.

AS said that whilst the events were relatively resource-hungry, they were informative and much appreciated by stakeholders. KA queried whether Board Meeting business should be tailored to the location where the meeting was being held. By and large, this wasn't currently the case. AS said that the programme had a strong remit to continue next year, but that we must hold an event in Scotland.

9. Business planning

9.1 Three-year plan

AS presented the first draft of the three-year plan, which was welcomed by the meeting. NH said that the plan was very activity focussed – we needed to say why we are partaking in a particular set of activities. JC said that there was too much detail and that the three-year plan should focus on strategy. IW and NH queried the

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balance of the different modes covered, concluding that there was too much rail. IW suggested in particular that coach passengers needed a mention. Our strategy for bus needed to be clearer. IW also queried our name in light of our potential additional roads work.

JC asked whether stakeholder engagement should be included, and MH said that accessibility needed a mention. These comments were **noted**.

MT 546	25/11/13	Workplan strategy regarding bus	Consider workplan strategy for bus	DS/ MH	Jan 2013	
MT 547	25/11/13	Organisation name	Provide ideas for "Transport users focus" name	All	Jan 2013	

9.2 One-year plan

JC reminded colleagues that this would be on the Dec ME agenda. NH queried the need for providing a resourcing plan before the workplan goes to the Board. AS welcomed the word of caution, but proposed that we ask the Board to agree with the general ideas presented, with a detailed workplan with a comprehensive resourcing plan to follow at the Board meeting in February.

9.3 Additional resources

AS noted that as there was a significant amount of extra work on the horizon, extra resources would be needed.

- DS gave an update on the proposed First Great Western funded Passenger Manager position
- IW reported on the proposed HS2 post – likely to result in a shared admin role for the Passenger Issues and Research teams

AS highlighted three key issues that needed to be looked at in terms of resources:

1. Stabilise the research team to allow capacity for dealing with extra work.
2. Franchising – the Passenger Issues Team could do with an admin or executive support assistant. NH queried whether the role was really a Passenger Team Executive role. MH said that the support was needed in London.
3. Roads – to come

10. Staffing changes

DS would inform staff of his planned whereabouts during his time as Acting Chief Executive. A new appointment, Hazel, had been made for the Head of Communications maternity cover.

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MT 548	25/11/13	Staffing update	Circulate a note to all staff of DS working pattern as Acting Chief Executive.	DS	Dec 13	
MT 549	25/11/13	Staffing update	Circulate a note introducing Hazel as the interim Head of Communications	SN	Dec 13	

11. Board meeting strategy

Assimilated into item 8

12. Model publication scheme

AS said that this was an opportunity for making our work visible rather than just simply ticking a box. JC asked whether it should go in the three-year plan. NH was concerned that “dumping” everything on the website might actually impede transparency.

13. Away day evaluation

JC reported that feedback from the away day had been positive. The Chairman had commented that it was the best such event he had attended. SN requested that the organisers confirm delegates’ dietary requirements beforehand. The next away day would be in March and would include both staff and Board members.

14. Annual report

SN asked how we can make the annual report more concise and accessible. The timetable given in the paper was **noted**. NH suggested that teams view this in the context of performance measures work.

15. Future HR support

The meeting agreed that the current model worked well. [REDACTED]

16. January Management Team away day

Noted. JC stated his ambition of starting at 1100 on 22 January, providing people were able to get to Shrewsbury by that time.

Project framework: project reviews and briefs for approval or amendment

17. Project briefs for approval

- NPS re-contact panel. IW reported that the previous iteration of this had been useful. **Agreed.** £8,880 from NPS budget - £4,440 in 2013/14 and £4,440 2014/15
- East Coast franchise passenger aspirations. There had been difficulties in finalising the nature of the work. This would proceed subject to meeting deadlines set by us. **Agreed.** £6,000 funded by DfT.
- Passenger Confidence – quantitative measure. Further work agreed with the Board. £36,000 **agreed** (£35,500 requested plus an extra £500 required for publishing).
- Publication of NPS 'Open Data' tables. **Agreed.** £3,880 from NPS budget.
- Chiltern EMV tickets. **Agreed.** £40,000 funded externally as part of Smart Ticketing programme.
- CrossCountry advance on the day tickets. £30,000 funded externally as part of Smart Ticketing programme. **Agreed.**

18. Revised project budget/scope for approval

- Ticket to ride – legal advice. **Agreed** additional £1,600.

19. Project reviews for noting

- NPS re-contact panel. **Noted.**
- 'Right time' rail performance information. Lessons learnt: While the delay was annoying, it is perhaps not surprising when researching a sensitive subject that discussion about the conclusions can be protracted. One point to mention about our current Joint Working Agreement template: although it would always have been a last resort, the current template is not as clear-cut as it might be about how Passenger Focus and ORR could have proceeded with publication in the event that NRE continued neither to approve the draft nor formally withdraw from the project. It might be worth a slight revision to deal with this scenario. Incidentally, although a Joint Working Agreement was sent to ORR and NRE, NRE never actually signed and returned it – something we need to be alert to in future with any co-funder. **Noted.**
- Norfolk Smart evaluation – pre-pilot research. **Noted.**

JC reminded colleagues that completed reviews be signed off and submitted as **PDFs**.

20. One-off spend requests for approval

- Proof-reading for Mersey Travel research. This ought really to be a project amendment. **Agreed** additional **£800** for Project 51R.

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Any other business

Briefing

The meeting **closed** at **15.08** hrs.

Signed as a true and accurate record of the meeting:

Anthony Smith
Chief Executive

Date

Freedom of Information Act 2000 Section 22

Proposed publication date	25 May 2014 (actual date 17 June 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