

# Minutes

## Management Team

**Date:** 25 March 2014  
**Location:** Fleetbank House, London  
**Time:** 1205 - 1435

### 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
Linda McCord	LM	Senior passenger manager
Katie Armstrong	KA	Passenger Team manager
Martin Clarke	MC	Business services executive
Hazel Phillips	SN	Head of communications

## Standing items

### 1. Minutes of previous meetings

The minutes from the meeting on 24 February were **agreed** as a true and accurate record.

### 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 Apr 2014</b>
<b>MT507</b>	03/06/13	Social media	Provide staff guidance on social media usage. Guidance to be cross-referenced against existing policy.	SN/ NH	Nov 2013	Draft to go on Connect, followed by workshop. On agenda. <b>Apr 2014</b>
<b>MT535</b>	30/09/13	Passenger Manager	Conduct risk assessment and prepare job spec	DS, JC	Dec 2013	<b>Ongoing. Apr 14</b>
<b>MT539</b>	21/10/13	Document retention policy	Define a document retention policy for Connect	JC	Dec 2013	<b>Apr 14</b>
<b>MT547</b>	25/11/13	Organisation name	Provide ideas for "Transport users focus" name	All	Jan 2013	<b>Ongoing. Apr 14</b>

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<b>MT551</b>	27/01/14	Equalities survey	Check similar organisations	KA	Feb 14	<b>Mar 2014. Complete, delete. New action MT563.</b>
<b>MT552</b>	27/01/14	Stakeholder strategy	Review strategy taking into account project feedback	JCI	Apr 14	
<b>MT553</b>	27/01/14	Project reviews	Review how we ensure that lessons from projects actually get learnt	JC	Mar 14	<b>On agenda</b>
<b>MT554</b>	24/02/14	Passenger Team KPI (PAS3)	Conduct analysis into call answering data and report back	KA	Mar 2014	<b>Apr 14</b>
<b>MT555</b>	24/02/14	KPI measures	Initiate consultation on KPI targets for 2014-15	JC	Mar 2014	<b>On agenda. Complete, delete</b>
<b>MT556</b>	24/02/14	Roads	Post updates to Connect on current progress	DS	Mar 2014	<b>Complete, delete</b>
<b>MT558</b>	24/02/14	Work plan / team plans	Create team plans for sharing at next meeting	All MT	Mar 2014	<b>Apr 14</b>
<b>MT559</b>	24/02/14	Security policy redraft	Add guidelines on sending sensitive information outside of the office	NH	Mar 2014	<b>Apr 14</b>
<b>MT560</b>	24/02/14	ICT support services	Identify Ventrica's working hours in order to feed in to the document	KA	Mar 2014	<b>Complete, delete</b>
<b>MT561</b>	24/02/14	Annual report	Check whether permission needs to be granted to use quotes	HP/ KA	Mar 2014	<b>Delete</b>
<b>MT562</b>	24/02/14	Revised HS2 Passenger panel budget	Send to the board for approval out of meeting	IW	Mar 2014	<b>Apr 14</b>

## New action:

<b>MT563</b>	24/03/14	Equalities survey	Inform staff of the launch of the equalities survey on Connect	KA	Apr 2014	
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### 3. Current action matrices

The action matrices for the Board, Audit and risk assurance committee, Statistics governance group, Remuneration committee and Passenger contact group were **Noted**. BM234 was to refer to drawing up options for research and making recommendations to the Board, rather than carrying out the actual research at this stage. To be completed by May 14. Remuneration committee stressed that we should

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be aware of staff workload, and cautioned against taking on work that we may not have the capacity for.

## 4. Workplan update – seven main objectives

Noted. DS congratulated the team on the good progress made. The Bus Passenger Survey seemed to be becoming part of the institution with several operators. PRX005 continued to be constrained by slow progress from the industry.

## 5. December 2013 KPI report

The February 2014 KPI report was **noted**. MC highlighted the large number of project reviews due. KA said there were some issues with the methodology of PAS4 – appeals acknowledged within five working days.

## 6. Management accounts

The December 2013 Management Accounts were **noted**. NH reported that there was likely to be a spike in spending in March as various outstanding invoices and other costs get paid. He asked that colleagues keep his team up to date with what these are likely to amount to.

<b>MT564</b>	24/03/14	Management accounts	Inform NH of likely costs this month	All	Apr 2014	
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## Change

## 7. Roads

DS provided an update on our potential additional remit to cover road users. It was looking increasingly likely to go ahead, and conversations were ongoing.

## 8. New performance reporting framework

JC presented the new draft report format that MT members had had an opportunity to contribute to, and welcomed feedback from the meeting. MH expressed concern about the potential length of the document, and JC agreed that that was something to be aware of. He said that it would be something that would evolve over time as we get accustomed to using the new format.

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KA had minor comments from the Passenger Contact Group about the Passenger Team KPIs. JC noted that the methodology for the new KPI for Management Team in relation to Actions Completed was still being finalised.

## 9. Draft internal audit plan 2014-15

JC introduced the draft plan to go to ARAC next month. The core controls audit was fixed and happened every year – the other audits were up for discussion. DS suggested that only doing two of the other categories, but in greater depth, would be more useful.

The meeting was unsure of the purpose of audit 1402 and felt that the time could be used more effectively.

## 10. Updated project brief and review templates

JC drew the meeting's attention to the updated project framework documents. In particular, new sections were included on the project brief document to cover an equalities assessment screen and a privacy impact assessment screen. The project review document included a section for noting follow-on actions as well as lessons learnt. **Noted.** DS asked that a Connect announcement about the changes goes up. NH asked whether all equalities categories had been covered.

<b>MT565</b>	24/03/14	Project documents	Post Connect briefing about changes to the templates	JC	Apr 2014	
<b>MT566</b>	24/03/14	Project documents	Check equalities categories for the assessment screen on project briefs	JC	Apr 2014	<b>They are here:</b> <a href="https://www.gov.uk/discrimination-your-rights/types-of-discrimination">https://www.gov.uk/discrimination-your-rights/types-of-discrimination</a>

KA suggested that projects be reviewed again six months after the project has finished. The consensus was that this was a good idea but only by exception. JC would include an option for this on the project brief.

<b>MT567</b>	24/03/14	Project documents	Include option for a review six months after the project has finished on the original brief.	JC	Apr 2014	
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## 11. Staff and Board Away Day feedback

90% of survey respondents had found the Away Day quite or very useful. The external speaker was particularly well received. A few people had queried the frequency and format

of such events. Management Team was quite clear that two per year was the right frequency, but that the format and location of future events would be considered.

## 12. User group engagement

LM said that this work had been ongoing for a number of years and ought to now be considered a core function rather than a project. **Agreed.**

## 13. Staff attitude survey results

DS presented the headline results of the latest staff attitude survey to the meeting, which the meeting **noted**. There were some areas where the satisfaction figures had dipped since the last survey, and DS was keen that Management Team be aware of this. KA had a couple of suggestions from discussions in her team:

- Give the Monday morning call more context, such as introducing personal highlights from members of staff or covering more points of particular interest/achievement
- Provide more briefing from Management Team meetings, and share more information across the organisation generally.

DS welcomed these points, and highlighted some immediate ways that he could engage more members of staff with his work.

## 14. Budgets 2014/15

NH gave an overview of the budget for 2014/15 and drew the meeting's attention to the lack of money for discretionary spend available with the existing commitments in the Workplan. MH expressed concern over a potential perceived lack of "big" outputs and of any coach-related work. There was discussion about whether the Tram Passenger Survey and proposed Coach Passenger survey should each be conducted on alternate years. IW said that this had been on the cards, but that there was appetite from the tram operators for funding an annual survey. **Noted.**

## 15. Updated ICT contract

**Noted.** NH proposed having the out-of-hours cover on a pay-as-you-go option, so that we can just buy what we need by exception.

## 16. Staff guidance on social media

This was postponed until April.

## Any other business

NH reported that there had been an underwhelming response from staff in London when asked about Connect training. He said we had two options: encourage staff to use Connect properly, which may include further training, or abandon it altogether and seek an

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alternative solution. MT resolved to encourage staff to engage with the training and to focus on how Connect can be used more effectively. NH would then collect feedback from staff about the training and collate this with the feedback from the 'Helpdesk at work sessions' about using Connect generally, ahead of further discussion at Management Team.

<b>MT568</b>	24/03/14	Connect	Collect feedback from staff following the Connect training	NH	Apr 2014	
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## Briefing

Project documents  
Away day feedback  
Staff attitude survey results and actions  
Connect training

The meeting **closed** at **14.35** 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

## **Freedom of Information Act 2000 Section 22**

Proposed publication date	24 September 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