

Minutes

Management Team

Date: 30 June 2014
Location: Piccadilly Gate, Manchester
Time: 1200 - 1420

Present

| | | |
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| Anthony Smith | AS | Chief executive |
| Nigel Holden | NH | Resources director |
| Ian Wright | IW | Head of research |
| Mike Hewitson | MH | Head of passenger issues |
| Jon Carter | JC | Head of business services |
| Hazel Phillips | HP | Head of communications |
| Linda McCord | LM | Passenger manager |
| Martin Clarke | MC | Business services executive |

Apologies – David Sidebottom (DS) and Katie Armstrong (KA)

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| MT584 | 30/06/14 | Meeting agenda format | Refine the Management Team agenda structure so that key items happen first, when minds are at their most fresh | JC | Jul 2014 | |
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Standing items

1. Minutes of previous meetings

The minutes from the meeting on 27 May were **agreed** as a true and accurate record.

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. Exp July 2014 |
| MT539 | 21/10/13 | Document retention policy | Define a document retention policy for Connect | JC | Dec 2013 | July 2014. Outstanding |
| MT558 | 24/02/14 | Work plan / team plans | Create team plans for sharing at next meeting | All MT | Mar 2014 | Some completed and on Jun 14 agenda, others Jul 14 |

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| MT571 | 28/04/14 | Projects log | Clarify how passenger survey work is logged, and generally simplify the log | MC/ NH | Jun 2014 | Ongoing – Jul 14 |
| MT575 | 28/04/14 | Open data | Explore sponsorship options | AS | May 2014 | June 2014 |
| MT576 | 27/05/14 | Workplan report | Work with managers to refine layout | MC | Jun 2014 | |
| MT577 | 27/05/14 | Roads | Check the timetable for legislation | AS | Jun 2014 | Complete, delete |
| MT578 | 27/05/14 | Roads | Restart 'Interchange' newsletter to staff, informing of organisational change | AS | Jun 2014 | Ready to send once the confirmation letter is received from DfT. Jul 14 |
| MT579 | 27/05/14 | Recording engagement | Draft a response to internal audit | JC | Jun 2014 | Jul 14 |
| MT580 | 27/05/14 | Stakeholder engagement | Circulate a weekly "what are we up to" note to staff, particularly noting contact with external stakeholders | HP | Jun 2014 | Delete |
| MT581 | 27/05/14 | Publications process | Ensure the proposed publications process ties in with the project framework, avoiding duplication | HP/ JC/ MC/ KA | Jun 2014 | In progress. Jul 14 |
| MT582 | 27/05/14 | Management Team transparency | Produce briefing notes after each meeting to share with staff, and discuss during team meetings. Post agenda and workplan report on Connect, and update staff during weekly call | AS | Aug 2014 | |
| MT583 | 27/05/14 | Connect action plan | Produce a recommended action plan to address the feedback from the Connect training | NH | Jul 2014 | Complete, delete |

3. Current action matrices

The action matrices for the Board and Statistics Governance Group were **noted**.

4. Workplan report

Noted. NH said the document should be kept as short as possible – possibly by limiting the length. The Board was to have an opportunity to see the report at the July Members' Event ahead of its first "official" outing at the September Board Meeting.

5. Record of projects

Noted. MC asked whether the document needed to remain on every Management Team agenda with the new Workplan Report. The consensus was that it did, but possibly a simplified version focusing on budget figures. This would tie in with action MT571.

6. Management accounts

The May 2014 management accounts were **noted**.

Change

7. Roads

AS asked NH how the money to be received from the DfT for our new remit to represent road users could be spread across the organisation with a view to freeing up some core funding to boost existing work. The meeting was clear that we would need to wait for the official letter setting out our new remit from the DfT, after which time “hard” costs such as roads-specific research and a dedicated change manager could be charged to our roads budget. NH also said that it would be legitimate to charge some existing staff time to the roads budget where justifiable. [REDACTED].

AS said that he was keen to be seen to be taking action, and that he would like to see a change manager in post as soon as is reasonably possible.

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| MT585 | 30/06/14 | Roads | Risk assess roads work costs, and what can be justifiably spread across the organisation | JC/ NH | Jul 2014 | |
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Team risks

Research – [REDACTED] was currently doing background research on the Strategic Roads Network and organisations involved, and was expected to be working full-time on the roads work within the next fortnight. IW recommended that the team appoint an “enhanced” senior researcher to manage the team workload, and free IW’s time to focus on the new roads research that would be required.

Resources - NH said that the biggest risk lay in the recruitment of new staff. Su Makin was on standby to assist with extra workload in this area as needed.

Passenger Team –

[REDACTED] AS said

that the summer was traditionally a quieter time for the contact team, and that KA had advised that the team could cope.

Passenger Issues –

MH said that a policy advisor was to be appointed on a short term basis, and that this would be ready to happen once the letter from the DfT had been received.

Corporate governance –

An additional Board Member with roads experience would be appointed. JC said that the team urgently needed more resource to cope with the increasing workload and maintain a reasonable level of quality.

Communications –

[REDACTED] The team would benefit from an additional member, and key tasks that would likely be needed with the roads work would include technical website skills, logo and branding design and communications management over the transition period.

NH stressed the need to keep communicating with staff about the changes and how it might affect individuals' roles.

8. Issues arising from Scotland Board events

AS said that the reception at the Scottish Parliament and the seminar in Glasgow and shown Passenger Focus in the best possible light. [REDACTED]

9. Workplan review

- 9.1 – team plans JC and MH presented their Chief Executive's Team and Passenger Issues Team plans respectively. JC stressed that completing the plan had been a useful exercise and that the remaining teams were advised to present their plans to Management Team (action MT558). MH said that it was an important tool in delivering the workplan, and in demonstrating how individuals' work fitted into the organisation's aims.
- 9.2 – budget review NH had prepared a list of projects with estimated costs according to the workplan priorities. AS stressed the need to ensure that we are publishing key products throughout the year. LM said that we should

consider the balance of work, making sure that bus users get sufficient representation.

NH said that based on the current budget and current workplan commitments we need to identify potential savings of £40,000. Separately, the DfT had also asked us to demonstrate how we would absorb a 3% reduction in our core funding. AS said that we should take the risk of assuming that the roads money would be forthcoming and that that would relieve the immediate pressure on the budget. Nevertheless, he said we could move the “Rail attitudes to punctuality” research (£40,000) to April 2015 if necessary.

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| MT586 | 30/06/14 | Publications process | Update publications Gantt colour-coded timeline chart to ensure key products are spread throughout the year | HP/MH | Jul 2014 | |
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10. Online data tool – BPS scoping project update

NH gave an update to the project. IW said it would be good to use graphics to show trends as is currently done with the NRPS. AS asked if we could attract external funding for the tool. NH said that we needed to decide whether we want to go ahead with the tool, to which the consensus was “yes, [REDACTED]”. We would aim to have the tool running by Spring 2015.

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| MT587 | 30/06/14 | BPS online data tool | [REDACTED] | DS | Aug 2014 | |
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11. Connect action plan

NH presented a range of potential follow-on actions following the Connect training and subsequent feedback. The meeting agreed with the proposal to have a Connect ‘champion’ in each office, create a Connect user group to ensure consistent development and promote its effective usage, and regular refresher training for staff and site administrators at an estimated annual cost of £3,300. AS suggested that Eamon could lead the Connect user group.

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| MT588 | 30/06/14 | Connect | Set up a Connect user group | NH | Aug 2014 | |
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12. One-off spend request for infographics

Agreed - £3,000 from DfT smart ticketing programme, £3,000 from the unallocated project budget.

13. Updated 2014-15 Board programme

JC presented the updated programme, which was **agreed**.

Project framework: project reviews and briefs for approval or amendment

14. Project briefs for approval

- Board member recruitment – **agreed £20,000**, subject to receiving the roads funding letter from the DfT.

15. Revised project budget/scope for approval

None

16. Project reviews for noting

- Payroll services retender. Noted. This project review had been delayed due to difficulties in getting the pensions data interface working.
- Edinburgh Waverley research. Noted. The publication and subsequent review of this project was delayed due to the project manager leaving Passenger Focus once the research was complete. JC asked whether this type of project could attract a management fee in future.

Any other business

JC updated the meeting on progress with the Annual Report and Accounts, and reminded colleagues of its timetable to publication. A draft had recently been circulated to the Board and Management Team for comments.

The meeting **closed** at **14.20** hrs.

Signed as a true and accurate record of the meeting:

Minutes

Anthony Smith
Chief Executive

Date

Freedom of Information Act 2000 Section 22

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|---------------------------------|---|
| Proposed publication date | 30 December 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 DECEMBER 2014