

# Minutes

## Management Team

**Date:** 28 July 2014  
**Location:** Fleetbank House, London  
**Time:** 1200 - 1440

### Present

Anthony Smith	AS	Chief executive
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
Hazel Phillips	HP	Head of communications
Katie Armstrong	KA	Passenger team manager
Martin Clarke	MC	Business services executive

### Apologies – Nigel Holden

AS also welcomed Stuart Edwards, Phil Carey and Sara Nelson to the meeting.

### Change

#### 1. Roads

- a) Stuart Edwards gave an overview presentation of the Highways Agency, where Stuart had previously worked. AS thanked him for his helpful contribution and encouraged colleagues to ask Stuart any questions about the Highways Agency's structure, culture and work.
- b) AS drew attention to the letter from the Minister confirming setting up our Roads function with associated funding, ahead of the Infrastructure Bill being passed. He welcomed the letter and its clarity, but urged colleagues to consider the detail carefully.
- c) HP presented a paper for considering the different options for the branding of the organisation with the additional roads remit. She proposed creating a single brand to represent the interests of transport users, rather than separate brands for road users and passengers. AS agreed, saying it would greatly simplify our structure and image. **The meeting agreed to recommend this approach to the Board. It was also agreed that the Intellectual Property Rights in the name and brand identity of Passenger Focus as-is should be protected.**

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<b>MT589</b>	28/07/14	Passenger Focus brand	Protect the Intellectual Property Rights associated with the Passenger Focus brand	JC	Oct 2014	
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- d) JC updated the meeting on the appointment of the additional Board Member and roads advisors. Stakeholders had made suggestions for the advisor role. The application pack for the additional Board Member had been revised to reduce the number of references to Passenger Focus, as this was to be a DfT appointment. The appointment was expected to be made after Christmas, but the Minister was keen for the position to be advertised from early August.

■ The Chairman's Advisory Group and Stakeholder Advisory Board were mostly set up, with the first meetings scheduled for early August. ■

<b>MT590</b>	28/07/14	Roads Stakeholder Advisory Board	■	AS	Sep 2014	
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- f) Staff meetings giving an overview of the organisation changes ahead, and providing an opportunity for questions, had been held in both offices. A summary of Frequently Asked Questions (and their answers) would be circulated shortly.

<b>MT591</b>	28/07/14	Road – organisational change FAQs	Circulate a list of FAQs addressing questions about our new Roads remit and how it affects the organisation	AS	Sep 2014	
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- g) Communication with staff was very important in the change process. Staff had noted that the level of communication had increased and were feeling reassured about the process. AS stressed that this would continue.

A change manager would be appointed in the coming weeks.

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Phil Carey gave an overview of the Roads induction process for staff, planned for early September. He asked for feedback on the draft programme. AS said that the events should be lively.

MT592	28/07/14	Road – organisational change	Plan an induction session for the Board	MC	Oct 2014	
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## Team updates:

- Comms Discussions were ongoing about the team structure.
- Research A fixed term enhanced senior researcher was to be appointed shortly in order to free some of IW's time to look at our road user research plans. This would be an additional responsibility for an existing team member.
- CEO team Additional interim support would be provided to the CEO team, to assist with the whole Corporate Governance programme but with specific focus on the change and roads programmes.
- Passenger Team  
The new fixed term FGW Passenger Manager – [REDACTED] - had now started. [REDACTED]  
[REDACTED]. The number of complaints we were receiving was currently low, but it was hard to say whether this would remain the case.

[REDACTED]

[REDACTED]

As a related matter, AS reported that Robert Samson had been asked to chair a cross-industry work group looking at the redevelopment of Glasgow Queen Street and the impact on passengers travelling between Glasgow and Edinburgh.

## 3. Triennial review

Andrew Murray, Head of Rail Performance and Operations Division at DfT, was leading the review. He had held meetings with AS, JC and some Board Members. The Triennial Review Working Group had also been meeting. JC said that Andrew Murray hoped that the review would be completed by Christmas. There was no challenge group in place for our review.

<b>MT593</b>	28/07/14	Triennial Review	Consider action points that the review might recommend for Passenger Focus	All	Sep 2014	
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## 4. Workplan review – team plans

AS thanked colleagues for their team plans, and noted that the Research Team plan was still to come.

## 5. Management Team programme

JC asked colleagues whether they felt that Management Team meetings were as effective and engaging as they could be, and how we could improve them. He proposed holding a series of meetings with colleagues individually to discuss this, before making some suggestions to Management Team at a future meeting.

<b>MT594</b>	28/07/14	Management Team programme	Consult with MT colleagues before drafting options for improving MT effectiveness	JC	Sep 2014	
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## 6. Changes to webform

KA presented three potential options for maintaining and developing our webform, and recommended option three – making basic improvements this year, with a significant upgrade (option one) required next year. HP said that this more significant upgrade should tie in with other website and rebranding work. This work would be included as a 'potential' project until it was clear that funding was available. **Agreed**

## 7. BPS online tool business case



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## Standing items

### 8. Minutes of previous meetings

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

### 9. 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>Delete</b>
<b>MT539</b>	21/10/13	Document retention policy	Define a document retention policy for Connect	JC	Dec 2013	<b>July 2014. Outstanding. 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>Majority completed and on Jun 14 agenda, others Jul 14. Just Research remaining</b>
<b>MT571</b>	28/04/14	Projects log	Clarify how passenger survey work is logged, and generally simplify the log	MC/ NH	Jun 2014	<b>Ongoing – Oct 14. Initial phase done, but overhaul delayed due to Shahid paternity leave</b>
<b>MT575</b>	28/04/14	Open data	Explore sponsorship options	AS	May 2014	<b>Complete, delete</b>
<b>MT576</b>	27/05/14	Workplan report	Work with managers to refine layout	MC	Jun 2014	<b>Meetings with managers held, minor amendments remaining.</b>
<b>MT578</b>	27/05/14	Roads	Restart 'Interchange' newsletter to staff, informing of organisational change	AS	Jun 2014	<b>Complete, delete</b>
<b>MT579</b>	27/05/14	Recording engagement	Draft a response to internal audit	JC	Jun 2014	<b>Complete, delete</b>
<b>MT581</b>	27/05/14	Publications process	Ensure the proposed publications process ties in with the project framework, avoiding duplication	HP/ JC/ MC/ KA	Jun 2014	<b>In progress. Sep 14</b>
<b>MT582</b>	27/05/14	Management Team transparency	Produce briefing notes after each meeting to share with staff, and discuss during	AS	Aug 2014	<b>Complete, delete</b>

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			team meetings. Post agenda and workplan report on Connect, and update staff during weekly call			
<b>MT584</b>	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	<b>Complete, delete</b>
<b>MT585</b>	30/06/14	Roads	Risk assess roads work costs, and what can be justifiably spread across the organisation	JC/ NH	Jul 2014	<b>Ongoing</b>
<b>MT586</b>	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	<b>Ongoing</b>
<b>MT587</b>	30/06/14	BPS online data tool		DS	Aug 2014	<b>Complete, delete</b>
<b>MT588</b>	30/06/14	Connect	Set up a Connect user group	NH	Aug 2014	

## 10. Current action matrices

The action matrices for the Board and its committees were **noted**.

## 11. Workplan report

Noted. The Board had been particularly impressed with the report format and had congratulated the project team, lead by Heather Minshull, on its development. KA had added some key items that were missing from the workplan, such as working with operators to improve survey scores. AS **urged** colleagues to consider the length of the document and to be as concise as possible when updating.

## 12. Corporate risk register

Noted. HP said that we should consider the upcoming general election and any associated risks and opportunities.

## 13. Record of projects

Noted.

## 14. Management accounts

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

## 15. Forthcoming meetings

JC updated the meeting on the plans for the September and November Board events. The associated stakeholder events with the November meeting would focus on longer distance journeys, including a Strategic Roads Network element.

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

### 16. Project briefs for approval

- C2C Smart pilot evaluation – **agreed £35,000**, from DfT Smart Ticketing programme budget.
- Community transport role following bus cuts – this would use the money earmarked for the ‘awareness of bus passenger rights’ and ‘bus cuts toolkit’ workplan commitments. **Agreed £26,000**.
- Bus Punctuality regional seminars. **Agreed £8,500**.

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

- Passenger Confidence. **Agreed extra £1,000** to cover additional printing costs.

### 18. Project reviews for noting

- Tram Passenger Survey. **Noted**.
- Bus Punctuality. **Noted**. AS said that he expected this report to be particularly influential across the industry.
- BPS online data tool scoping. **Noted**.
- Merseyrail rolling stock design phase one. **Noted**. AS remarked that this project had successfully been the first project we had been involved with to attract a management fee. Phase two was uncertain, and was awaiting a decision about the future of the development of new rolling stock for Merseyrail.

## Any other business

JC recommended that the August meeting be a short conference call due to it being the end of the holiday season. **Agreed**.

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The meeting **closed** at **14.40** hrs.

Signed as a true and accurate record of the meeting:

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Anthony Smith  
Chief Executive

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Date

## Freedom of Information Act 2000 Section 22

Proposed publication date	28 January 2015
Publication issues	Certain sections may need to be redacted.
Diary entry to be made by	Martin Clarke
Publication to be authorised by	Jon Carter