

Minutes

Management Team

Date: 27 May 2014
Location: Fleetbank House, London
Time: 1200 - 1420

Present

Anthony Smith	AS	Chief executive
David Sidebottom	DS	Passenger team director
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
Katie Armstrong	KA	Passenger team manager
Martin Clarke	MC	Business services executive

Standing items

1. Minutes of previous meetings

The minutes from the meeting on 28 April 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
MT535	30/09/13	Passenger Manager	Appoint FGW Passenger Manager	DS, JC	May 2013	Complete, delete
MT539	21/10/13	Document retention policy	Define a document retention policy for Connect	JC	Dec 2013	July 2014. Outstanding
MT547	25/11/13	Organisation name	Provide ideas for "Transport users focus" name	All	Jan 2013	Delete
MT552	27/01/14	Stakeholder strategy	Review strategy taking into account project feedback	KA	May 2014	Louise Collins now leading. On agenda, complete, delete

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MT558	24/02/14	Work plan / team plans	Create team plans for sharing at next meeting	All MT	Mar 2014	For June 14 agenda
MT568	24/03/14	Connect	Collect feedback from staff following the Connect training	NH	Apr 2014	On agenda, complete, delete
MT569	28/04/14	Organisation name	Conduct a brainstorming session for staff and Board members	IW	Jun 2014	Delete
MT570	28/04/14	Projects	Share the definition of a project with staff	JC	May 2014	Complete via Corporate Governance Spring Tour, delete
MT571	28/04/14	Projects log	Clarify how passenger survey work is logged, and generally simplify the log	MC/ NH	Jun 2014	
MT572	28/04/14	Board events	Invite Highways Agency and ORR to the May Board events	MC	May 2014	Complete, delete
MT573	28/04/14	Chair recruitment	Agree figures	JC/ NH	May 2014	Complete, delete
MT574	28/04/14	Workplan priorities	Revisit commitments and consider savings	NH	May 2014	Ties in with team plans – MT558. Delete
MT575	28/04/14	Open data	Explore sponsorship options	AS	May 2014	June 2014

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**. MH pointed out that BM241 was not a workplan priority, and so should be re-worded as a “suggestion”, due at the end of the year. BM240 should be seen at a Members Event before September.

4. Workplan report

This was the first full outing of the new reporting format, having been trialled at the previous two meetings. The meeting agreed that it was a good, clear report. AS said it would be shown to the Board at the July Members Event, before being used as the main Board report in September.

JC asked whether there was enough detail on items such as Contact Team statistics. AS urged that the document be kept simple, with links to external data for further reading, for example on our website.

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MH said it might be worth separating some of the objectives to give a clearer indication of progress on specific tasks. NH said the document should be kept as short as possible.

MT576	27/05/14	Workplan report	Work with managers to refine layout	MC	Jun 2014	
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5. Management accounts

The April 2014 management accounts were **noted**. AS asked if we had any more information about the potential 3% cut to our core funding from the DfT. DS said that we had agreed to explore the implications at the next sponsorship meeting scheduled for 17 June.

6. Absence report

The 2013-14 Q4 absence report was **noted**. A few long-term absences had skewed the data, but with adjustment to account for this the figures were broadly as expected.

Change

7. Roads

AS updated the meeting on our potential additional remit. An announcement was expected in the Queen's Speech. There remained a few issues to iron out surrounding our shadow funding. HP queried the timetable for the legislation. JC said that we need to make clear what we propose to do under the new remit.

MT577	27/05/14	Roads	Check the timetable for legislation	AS	Jun 2014	
MT578	27/05/14	Roads	Restart 'Interchange' newsletter to staff, informing of organisational change	AS	Jun 2014	

8. Issues arising from Manchester Board events

The Board had sought greater clarity over our proposed actions relating to the potential new roads remit, and this was covered in action BM242.

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9. Recording engagement

KA presented her paper on recording engagement on our CRM system, and said that we should either up our game and do it properly or not do it.

We were currently not using the system fully, and AS pointed out that it didn't seem to be harming our activities. He said that as Passenger Focus is a small organisation, we can talk to each other to find relevant stakeholder information. JC pointed out that this could change with the potential additional roads remit. AS noted that we had feared this would be the case when we were given our bus remit, but the issue didn't materialise.

KA said that we had tried to encourage people to use CRM in a variety of ways, which hadn't worked. The only way to use it properly would be to make people use it.

NH and HP felt that having a record of influence and engagement was important, and JC highlighted the heightened reputational risk of not doing so, as had been picked up in a recent audit.

The meeting agreed that the contacts database was useful and should be expanded, but otherwise option two – “recording engagement is not mandatory” – was **agreed**.

MT579	27/05/14	Recording engagement	Draft a response to internal audit	JC	Jun 2014	
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	

10. Publications process

DS presented a paper looking at how to better plan our schedule for publishing research reports. AS said that the colour-coded timetable was useful and clear. IW and NH said it was good to have a clear, one-sided sheet summarising the project plan and publication strategy. JC stressed that a comprehensive project process was already in place and that we should avoid duplicating work. The information for the publication strategy sheet was largely already captured in the project brief, and the review process suggested in the paper was already part of the project review process.

MT581	27/05/14	Publications process	Ensure the proposed publications process ties in	HP/	Jun 2014	
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			with the project framework, avoiding duplication	JC/ MC/ KA		
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AS asked that the publications process would be reviewed by Management Team in three months' time.

11. Management Team transparency

JC highlighted feedback received from the staff attitudes survey and staff forum, and suggested the meeting considered whether Management Team was sufficiently transparent in its function. The meeting **noted** the comments, and agreed a couple of actions to improve transparency.

Option D – cover in weekly “week ahead” call – was **agreed**.

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	
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12. Connect training feedback

NH gave an overview of feedback received following the Connect training. The meeting felt that Connect was well-suited to collaborative tasks, but had less benefit for individuals' work.

NH recommended that everything be published on Connect.

MH said that Ping had taken to it and had done the advanced training. NH recommended having a Connect champion in each office, or even each team.

MT583	27/05/14	Connect action plan	Produce a recommended action plan to address the feedback from the Connect training	NH	Jul 2014	
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13. June 2014 Board events – Edinburgh and Glasgow

Noted. AS stressed the need to encourage stakeholders to attend.

Project framework: project reviews and briefs for approval or amendment

14. Project briefs for approval

- Norfolk Smart Evaluation – phase two. **Agreed**, £24,000 from DfT smart ticketing budget
- NRPS methodology review. **Agreed**, but NH highlighted the risks associated with eating into our contingency fund based on the indicative list of projects from the workplan. JC urged IW to consider any equalities issues that may be associated with looking at the NRPS methodology. £18,000

15. Revised project budget/scope for approval

None

16. Project reviews for noting

- Passenger experience. There had been minor issues with the research agency used. **Noted.**
- Passenger assist. AS said that the project had been successful. **Noted.**
- Publication of NRPS 'open data' tables. **Noted.**

Any other business

- AS reported that the Staff Forum had discussed the Bonus Scheme, and encouraged all staff to participate in peer nominations. He said that nominations received had been of a high quality, particularly peer (rather than line manager) nominations.

The forum had taken on board the positive feedback about the Away Day received from staff through the online survey.

AS had briefed the forum on the latest news regarding our potential new roads remit.

The meeting **closed** at **15.00** hrs.

Signed as a true and accurate record of the meeting:

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Anthony Smith
Chief Executive

Date

Freedom of Information Act 2000 Section 22

Proposed publication date	28 November 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