

# Minutes

## Management Team

**Date:** 2 February 2015  
**Location:** Fleetbank House, London  
**Time:** 1100 – 1320

### Present

Anthony Smith	AS	Chief executive
David Sidebottom	DS	Passenger director
Ian Wright	IW	Head of research
Mike Hewitson	MH	Head of passenger issues
Jon Carter	JC	Head of business services
Sara Nelson	SN	Head of communications
Katie Armstrong	KA	Passenger team manager
Vivienne Carter	VC	Change manager
Martin Clarke	MC	Business services executive
Louise Casserley-Gore	LCG	Human resources executive

Apologies: Nigel Holden, resources director (NH)

## Change process

### 1. New Chairman

Jeff Halliwell would be starting his role as Chair on 9 February. As he was new to the industry and to working closely with central Government, he would take time to get up to speed before being fully engaged with external stakeholders.

The Chairman's Advisory Group (in relation to our new role in representing users of the Strategic Road Network) would continue.

DS recommended that Jeff's induction includes meeting key regional stakeholders, including in Scotland and Wales. AS agreed, suggesting that this could tie in with our events programme, including the May Board Meeting in Cardiff.

### 2. Change round-table update

AS reported that the Staff Forum meeting had been productive, and that the latest results of the Changeometer staff feedback were positive. The next milestone would be to agree the new organisation structure.

MT618	02/02/15	Ventrica	Ensure Ventrica is set up for signposting road users as well as passengers	KA	Mar 2015	
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### 3. Management Team Awayday

DS said that he thought that the Management Team Awayday had been useful, with constructive sessions. AS was missed, [REDACTED] JC said that he would welcome suggestions of a location for next year's event

### 4. Organisation structure

VC presented the latest draft of the new organisation structure chart. She stressed the importance of circulating the draft for staff feedback as soon as it was ready to do so. Minor tweaks were still needed before this could happen, but with these in place the meeting otherwise indicated it was content with the structure as proposed.

There would be an extraordinary meeting of the Staff Forum in the coming week, after which the draft chart would be circulated for staff feedback. AS would provide a narrative to the proposals, and staff would have two weeks to provide comments.

AS and VC would present a roadshow for all staff to look at the proposals, and would draw up and circulate a list of frequently asked questions (FAQs) with answers.

MT619	02/02/15	New organisation structure chart	Draw up and circulate with staff a list of FAQs and their answers	VC	Feb 2015	
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Board Members would have an opportunity to provide feedback at the Members' Event on 12 February. The new structure proposal would be announced at the Staff and Board Awayday in the first week of March, and this would be followed by a consultation process for those directly impacted by the changes. JC stressed the importance of presenting the plans as 'exciting'.

Internal recruitment would start from 9 March.

### Other issues for discussion

### 5. Media spokespeople

SN requested that media training be provided to increase the number of spokespeople available for interview, and to have spokespeople from across the organisation. This had already been agreed by Management Team, and some of the funding for this would come from the 'road users' budget. People who had completed the training were expected to be available for media interviews.

## 6. Research pipeline

IW said that at least ten research publications were due to be released before the end of March, ahead of the election period, and that a similar number would be ready shortly after the election. Assistance was needed to help with finalising and publishing reports, for example for proof reading. This was especially the case with the Smarter Ticketing programme, which the Audit and Risk Assurance Committee (ARAC) had noted was struggling with a publication backlog.

A range of key presentations would be presented at the Board Meeting and Members' Event on 12 February. AS also suggested that IW arrange staff briefings.

MT620	02/02/15	Research publications	Plan research publication timeline and briefing sessions for all staff	IW	Feb 2015	
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## 7. Use of headphones in the office

AS said that he would discharge any decision on this matter to the Staff Forum, but that he encouraged managers to discourage team members from using headphones in the office in general.

## Forthcoming / recent meetings

### 8. February Board Meeting and Members' Event

The agendas for the forthcoming meetings were **noted**.

### 9. March Staff and Board Awayday

AS said that the Awayday would focus on the Workplan and team plans, the new organisation structure, our road user representation and our new Chair. JC said that we would be welcoming Alex Warner, columnist in Transport Today, as a guest speaker. KA asked if we might include a "speed dating with the Contact Team" session to get to know each other better.

# Minutes

## Standing items

### 10. Minutes from previous meetings

The minutes from the meetings on 24 November and 5 January were **agreed** as a true and accurate record.

### 11. Management Team action matrix

No.	Meeting	Issue	Action	Who	Due	Notes
<b>MT571</b>	28/04/14	Projects log	Clarify how passenger survey work is logged, and generally simplify the log. Tie in with publications process to avoid duplication.	JC	Jun 2014	<b>Ongoing – Feb 15</b>
<b>MT588</b>	30/06/14	Connect	Set up a Connect user group	NH	Aug 2014	<b>Feb 15</b>
<b>MT594</b>	28/07/14	Management Team programme	Consult with MT colleagues before drafting options for improving MT effectiveness	JC	Sep 2014	<b>Postponed – revisit later in change process. Oct 15</b>
<b>MT597</b>	29/09/14	Workplan priorities	Review workplan priorities, and consider the impact of the change process. Also (24/11) put in Interchange newsletter	All	Oct 2014	<b>Complete, delete</b>
<b>MT600</b>	29/09/14	Passenger director role	Clarify the division of labour between the CEO role and the Passenger Director role	AS	Oct 2014	<b>Clarify final sign-off responsibilities. Dec 14. Complete, delete</b>
<b>MT604</b>	29/09/14	Ventrica	Phone Ventrica to experience service first-hand	All	Dec 2014	<b>Feb 15</b>
<b>MT607</b>	29/09/14	Triennial review	Provide update to all staff on the progress of the Triennial Review	JC	Nov 2014	<b>Dec 14. Complete, delete</b>
<b>MT608</b>	29/09/14	Monday morning call	Record a Monday Morning call for sharing at following MT meeting	KA	Jan 2015	<b>Delete</b>
<b>MT610</b>	24/11/14	Staff and Board awayday	Find date that everyone can do, including Jeff Halliwell	JC	Dec 2014	<b>Complete, delete</b>
<b>MT611</b>	24/11/14	Office accommodation	Share plans for the changes to office accommodation with	NH	Jan 2015	<b>Complete, delete</b>

# Minutes

			Management Team and then with staff, and invite comments			
<b>MT612</b>	24/11/14	Investors In People re-accreditation	Investigate postponing the re-accreditation until after the change process	NH	Jan 2015	<b>Feb 2015</b>
<b>MT613</b>	24/11/14	NRPS re-contact panel	Remind colleagues about this work and about how the panel can be used effectively across the organisation	IW/DS	Feb 2015	
<b>MT614</b>	05/01/15	Alternative Dispute Resolution	Report DfT postponement to Board	MH	Jan 2015	<b>Complete, delete</b>
<b>MT615</b>	05/01/15	Communications session for Board Members	Schedule a short session with the Board looking at how Passenger Focus communicates	MC/SN	Jul 2015	
<b>MT616</b>	05/01/15	Information Risk Training	All staff to carry out Information Risk Training	All	Jan 2015	<b>Re-circulate for Feb 15</b>
<b>MT617</b>	05/01/15	Equality and diversity action plan	Update the equality and diversity action plan the workplan has been agreed. Talk to IW, MH, DS and KA about our existing work in relation to equality and diversity including in collecting research data and using results	NH	Apr 2015	

## 12. Current Board and committees action matrices

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

## 13. Workplan report

MC said that staff were getting the hang of updating the report regularly. He was preparing to create next year's report template, populated with tasks from the new workplan. As part of this, he invited feedback on the report's formatting and functionality. **Noted**.

## 14. Record of projects

**Noted**, notwithstanding ARAC's comments on publication backlog in the Smarter Ticketing programme. IW said that DfT had suggested using some of the budget for this work to secure extra help in clearing this.

## 15. Management accounts

**Noted**. AS noted in particular that the Passenger budget was now fully committed, which was good.

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

## 16. Project briefs for approval

1. The role of the passenger charter – **agreed £27,000**, funded from DfT franchising budget. The Passenger's Charter is a document that establishes the rights of the passenger, and DfT had asked us to carry out this research. AS suggested we could propose linking the charters with our other reports.
2. Inverness station improvement research – **agreed £25,000**, funded by Transport Scotland and Network Rail, paid directly to the agency, with a £2500 management fee for us.
3. Website transformation – **agreed £21,675**, funded from road user budget
4. G03 Revised budget – Reading station engineering work – **agreed £32,192**, increased from £24,000 previously agreed. Funded from FGW. £15,096 this year and £17,096 next.
5. P11 Revised budget – **£27,804 agreed** for research, £750 publication costs and £2780 management fee. This will now be paid for by us, and we will invoice Network Rail for the costs.

## 17. Project reviews for noting

1. **Station information systems.** Ian commented that this project had been successful. **Noted.**
2. **Passenger information during disruption.** ORR, who paid for the research, had found this work particularly helpful. The plan was now starting to be used across the industry. **Noted.**

The meeting **closed** at **13.20** hrs.

# Minutes

Signed as a true and accurate record of the meeting:

\_\_\_\_\_  
Anthony Smith  
Chief Executive

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Date

## Freedom of Information Act 2000 Section 22

Proposed publication date	2 August 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