

# Minutes

## Management Team

**Date:** 29 September 2014  
**Location:** Fleetbank House, London  
**Time:** 1330 – 1530

### Present

Anthony Smith	AS	Chief executive
David Sidebottom	DS	Passenger 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
Sara Nelson	SN	Head of communications
Hazel Phillips	HP	Interim head of communications
Katie Armstrong	KA	Passenger team manager
Vivienne Carter	VC	Change manager
Martin Clarke	MC	Business services executive

## Change

### 1. Roads

#### a) Team updates:

Communications team

October was to be a time of change.

Research

MT597	29/09/14	Workplan priorities	Review workplan priorities, and consider the impact of the change process	All	Oct 2014	
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## Passenger team

KA commented that the change process was not very visible to staff based in Manchester. There had been uncertainty surrounding the role of the Road User Team (RUT), which NH said needed explaining to the whole organisation. KA also asked that the role of the staff forum be re-communicated across the organisation in advance of the wider change process

MT598	29/09/14	Road user team (RUT)	Explain the makeup and role of the RUT.	AS	Oct 2014	
MT599	29/09/14	Staff Forum	Remind everyone of the role of the staff forum, and seek a new London office representative	AS	Nov 2014	

DS reported that [REDACTED] was settling in well. We should keep an eye on developments in Scotland and Wales, particularly surrounding additional devolution. DS reiterated the importance of maintaining communication across the organisation during the change process, particularly with the peripatetic workers.

## Corporate governance

The Board Roads Advisors were settling in and attended the September Board Meeting. We and they needed to be aware of how much time they were spending on their role as they were only paid for two days per month. Colin Foxall's position as Chairman had been extended until December whilst a new appointment is considered.

In August we advertised a new post internally to support the team, but we received no applicants. JC clarified that his team could not take on any extra work until the post was filled. Nonetheless, he was grateful for the ongoing additional support from Tracey Crawford with the November Board Events in Birmingham.

**Resources** NH encouraged managers to work more closely with Louise Casserley-Gore on HR issues, rather than going straight to Su Makin.

## Passenger Issues

[REDACTED]

AS reported that the latest edition of the *Interchange* newsletter was ready for circulation. He also said that we needed a very credible plan to present to the department regarding our future, regardless of the outcome of the legislation, with the political landscape potentially bringing further pressures and challenges.

b) Roles of CEO and Passenger Director

DS explained that he would be leading on the coordination of our passenger-focussed work, freeing AS to lead on the potential new road users remit. He still sought some clarity over the division of specific tasks, though.

MT600	29/09/14	Passenger director role	Clarify the division of labour between the CEO role and the Passenger Director role	AS	Oct 2014	
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## 2. Business planning 2015-16

JC proposed the process and timetable for planning the 2015-16 business year, including writing the new workplan, the Management Team away day to be held in Lichfield in January 2015 and the final signoff from the Board in February 2015. **Agreed.**

## 3. Bonus scheme and spot awards – shifting the emphasis?

AS expressed concerns regarding the bonus process, and suggested considering a fresh approach. DS favoured moving towards smaller, spot awards across the year for specific high-achievement. JC warned that decoupling the bonus scheme from the performance management system may have serious implications that had not been fully thought through.

MT601	29/09/14	Recognising achievement	Draft a new process for recognising achievement for 2015-16	NH	Nov 2014	
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## 4. October staff away day

JC presented draft plans for the October 2014 staff away day. AS stressed that we should allow plenty of time for discussion. The concept of inviting an external speaker was good, but that generally we should limit the time spent simply sitting listening to presentations; activities should be active. SN said that the seating plan worked well for the dinner at previous away days. We should take care to consider dietary requirements in planning catering.

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<b>MT602</b>	29/09/14	Staff away day	JC to liaise with VC about incorporating the change process into the agenda	JC/V C	Oct 2014	
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## 5. November Board events

JC presented the plans for the November Board events to be held in Birmingham. **Noted.**

<b>MT603</b>	29/09/14	November Board events	MC to liaise with DS and MH to ensure clarity and consistency of policy issues surrounding event theme	MC	Oct 2014	<b>Complete, delete</b>
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## 6. December Board events

These had been moved due to Colin Foxall's extension as Chairman. The events would now include a stakeholder reception at Fleetbank House to mark the end of Colin's term and to welcome our new Chair, subject to an appointment being made in sufficient time. **Noted.**

## Standing items

## 7. Minutes of previous meetings

The minutes from the meetings on 28 July and 1 September were **agreed** as true and accurate records.

## 8. Management team action matrix

No.	Meeting	Issue	Action	Who	Due	Notes
<b>MT558</b>	24/02/14	Work plan / team plans	Create team plans for sharing at next meeting	All MT	Mar 2014	<b>Some completed and on Jun 14 agenda, others Jul 14. Just Research remaining. Complete, delete</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, overhaul expected in Autumn.</b>

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<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. 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. Oct 14</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. Complete, delete</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. Merge with MT581. Complete, delete</b>
<b>MT588</b>	30/06/14	Connect	Set up a Connect user group	NH	Aug 2014	<b>Nov 14</b>
<b>MT589</b>	28/07/14	Passenger Focus brand	Protect the Intellectual Property Rights associated with the Passenger Focus brand	JC	Oct 2014	
<b>MT590</b>	28/07/14	Roads Stakeholder Advisory Board	Identify the reasons why the Highways Agency had decided not to join our Stakeholder Advisory Board, and develop further engagement accordingly.	AS	Sep 2014	<b>Complete, delete</b>
<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	<b>Complete, delete</b>
<b>MT592</b>	28/07/14	Road – organisational change	Plan an induction session for the Board	MC	Oct 2014	<b>Dec 14</b>
<b>MT593</b>	28/07/14	Triennial Review	Consider action points that the review might recommend for Passenger Focus	All	Sep 2014	<b>Ongoing</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>Jan 14</b>
<b>MT595</b>	01/09/14	Personal	Set 2014/15 work objectives	All	Sep 2014	<b>Oct 14</b>

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		work objectives	for all staff			
<b>MT596</b>	01/09/14	Colchester bus promotion pilot	Check for any overlap with PlusBus	DS	Sep 2014	<b>Oct 14</b>

## 9. Current Board and committees action matrices

The action matrices for the Board and its committees were noted

## 10. Workplan report

**Noted.** The “recent achievements” section can be summarised further following Board Meetings. NH asked whether we should consider more carefully whether process or final outcomes get reported in the document, and expressed a preference for the latter. The feeling of the meeting was that as the document was an internal, working document (albeit publicly available), a balance of both was most useful.

## 11. Key performance indicators

**Noted.**

<b>MT604</b>	29/09/14	Ventrica	Phone Ventrica to experience service first-hand	All	Dec 2014	
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## 12. Management accounts

**Noted.**

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

#### 13.1 Project briefs for approval

- CrossCountry advance on the day – **agreed £20,000**, from DfT Smart Ticketing programme budget.

#### 13.2 Revised project budget/scope for approval

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- 87F – franchise reports – **Agreed** £42,106 from DfT franchising programme budget
- 88F – East Anglia franchise research – **Agreed** £46,042 from DfT franchising programme budget

## 13.3 One-off spend request for approval

- Open data support arrangements – **Agreed** £8,000 for support for open data tool. However, this cost is built into the potential cost for developing the BPS open data tool, so this separate cost may be recovered if the BPS data tool goes ahead.

## 14 Project reviews for noting

- Rail passenger confidence. **Noted.** Further workshops were to be held disseminating the results from this research. We should consider its inclusion in the business planning process for the coming year. NH asked what the Board thought of the work. AS said that Members had reservations initially, but were now wholly supportive. People were already asking when we might do a similar piece of research for bus.
- Testing mixed paper/online data collection for NRPS. **Noted.**
- Performance measures. **Noted.**

### The following items were noted and/or agreed without substantive discussion in the meeting:

- 15. Workplan report as a Google Doc – agreed to trial new format for next meeting
- 16. Board and MT programme 2015-16 – programme agreed
- 17. Project management recharging review
- 18. Information risk training update
- 19. Business continuity plan update
- 20. Fraud and bribery risk assessment

### Any other business



MT605	29/09/14	IT services retender	Present paper to Management Team and Board with a proposal for	NH	Nov 2014	
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			awarding the new IT services contract			
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The meeting **closed** at **15.30** 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	29 March 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