

Minutes

Management Team

Date: 24 November 2014
Location: Fleetbank House, London
Time: 1200 – 1430

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
Katie Armstrong	KA	Passenger team manager
Vivienne Carter	VC	Change manager
Martin Clarke	MC	Business services executive

Change process

1. New Chairman

JC reported that Jeff Halliwell had agreed to start on 9 February. He would spend five days in January meeting and getting to know us before he starts. We were waiting for the DfT to complete their paperwork before an announcement was to be made – JC clarified that this would be their announcement rather than ours, as it was their recruitment process and subsequent appointment.

Jeff was unable to make the proposed date for the March Staff and Board awayday, and so a new date was to be proposed. It was important that Jeff should present as it would be the first time after his appointment that the whole organisation was gathered in the same place.

MT610	24/11/14	Staff and Board awayday	Find date that everyone can do, including Jeff Halliwell	JC	Dec 2014	
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2. Change round-table update

Research IW was delighted that Douglas had joined the team, primarily to focus on road user research. [REDACTED]

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██████████ The team's workload was feeling a little more comfortable than when last reporting, though it was still full.

Passenger Issues MH said that the team was still learning about our potential new role and was getting stuck into the work. ██████████ was settling in well.

Passenger team DS reported that Linda McCord would be taking a greater responsibility in the team, in particular taking on responsibility for managing the Passenger Team Executives, in order to free up some of Katie's time. ██████████

██████████
Matthew Andrews and Heather Minshull would be leading certain projects related to the change process, such as re-branding.

Communications There was to be some publicity related to the shadow running of our additional remit from January. The re-branding project was underway. ██████████

Resources An interimmember of staff was to start tomorrow, specifically to help Shahid Mohammed with finance work and provide more time for NH to look at alternative funding models. Miriam Cummings has joined the team as a Project Support Officer, supporting both the change team and passenger team.

CEO team Michelle Calvert had started and was now in her fourth week at Passenger Focus. ██████████

██████████
AS said that the change process was finally slotting together, and that staff in the Manchester office were feeling more involved. NH and JC now had more time to look at alternative funding models. VC added that staff still felt engaged and excited about the process, but also remained uncertain. There was now a structure to the change process in place, which was good.

AS also reported that meetings with [REDACTED], related to us taking on some of their work, had been positive, but more due diligence was needed.

3. Business planning 2015-16

JC gave an update on the business planning process. A series of workshops held at the staff awayday in October had produced a helpful set of ideas and feedback from staff, for which JC thanked colleagues. This had been collated and would be used by the directors in identifying priorities for the coming year. These would be discussed at the December Members' Event. A comprehensive draft of the final workplan would be discussed in detail at the management team awayday in January, for which planning was well underway.

AS said that the roads element to the workplan should be kept separate so that the workplan could be easily adapted if the legislation didn't pass.

4. Office accommodation update

NH outlined a plan for meeting the additional need for desk space arising from our new members of staff. This included introducing a desk booking system for Fleetbank House, for when members of staff with permanent desks are on leave, as well as losing meeting room 3 and the break-out area in the London office to create more hot-desk space.

AS said that staff would be consulted on the proposals, though NH stressed that there wasn't a huge amount of option.

MT611	24/11/14	Office accommodation	Share plans for the changes to office accommodation with Management Team and then with staff, and invite comments	NH	Jan 2015	
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Other issues for discussion

5. Alternative dispute resolution (ADR)

DS presented a paper on ADR. DfT need confirmation about whether we are interested in taking on and thus becoming a certified ADR body for the railway. Initial analysis suggests that most existing appeal cases could be considered under ADR.. The paper presented three options, of which the recommendation was that we do all of our future appeals work via ADR. This decision about whether or not to apply for ADR status will need to go to the Board for approval at the December 14 Members Event.

KA said that contact team staff would need external training and certification in order to facilitate ADR.

AS asked if any funding was available for introducing ADR. MH suggested that there could be some funding available. We will need to put a proposal to DfT covering expected training, set up and running costs.

JC said that the Board would review the proposal at the December Members' Event with a view to making a decision at the February meeting. [REDACTED]

6. NRPS update

IW reminded colleagues that we had run a technical review and stakeholder review of the NRPS, and that they had raised several issues. Although the survey was due to be retendered, the SGG recommended postponing the retender for another year to address the issues raised. This had been agreed with the Board, and discussions with DfT were ongoing. [REDACTED]

AS stressed that the survey remained highly successful, but that it needed future-proofing.

JC urged colleagues to consider the draft document highly sensitive and confidential, and as such copies must be shredded or stored securely, and definitely not left lying around.

7. Bonus scheme

The Remuneration Committee had recently discussed NH's proposed changes to the bonus scheme, concluding that there would be the option of 'spot' awards throughout the year, totalling no more than £5,000 across the year. The remainder of the £15,000 bonus pot would then be available for end-of-year bonuses as before.

The paper suggested that the bonus panel would consider spot bonuses each quarter but the consensus was that a simpler and quicker approach was required whilst retaining the bonus panel's oversight of the awards being made. JC stressed that there must be an audit trail, that peer nominations must be counter-signed and that the case for each successful nomination must be clearly made. In addition the manager's ratification of a peer nomination needed to be reworded as the panel decided the award taking into account the manager's input.

The meeting agreed to try the new scheme for the following year and to start consultation with the staff forum about the proposals.

8. Investors In People re-accreditation

NH asked whether we wanted to go for re-accreditation to the scheme. AS said we would, but that ideally accreditation should take place once the change process has been seen through.

MT612	24/11/14	Investors In People re-accreditation	Investigate postponing the re-accreditation until after the change process	NH	Jan 2015	
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Forthcoming / recent meetings

9. November 2014 Board events – feedback

Michelle Calvert had distributed a feedback form to all internal attendees, and to all external people who had been invited, and encouraged colleagues to complete it. Overall, the event seemed successful, with a very good panel of speakers at the conference, whose presentations were now available on the website. Tracey Crawford was excellent in managing the event. The 'road users' element to the event worked well, fitting in with the other modes, and there was no apparent dissatisfaction from attendees.

10. Future Board events

JC clarified that there would be a stakeholder reception at Fleetbank House on 15 January to mark the end of Colin Foxall's time as chairman of Passenger Focus, and to welcome Jeff Halliwell. Beyond this, AS was holding a meeting to look at the following Board and associated stakeholder events for the coming year. In particular, this would be to develop plans for the February Board meeting.

11. January 2015 MT awayday

MC outlined plans for the MT awayday, which is to be held in Lichfield on 21-22 January. **Noted.**

Standing items

12. Minutes of previous meetings

The minutes from the meeting on 20 October were **agreed** as a true and accurate record.

13. Management team action matrix

No.	Meeting	Issue	Action	Who	Due	Notes
MT571	28/04/14	Projects log	Clarify how passenger survey work is logged, and	JC	Jun 2014	Ongoing – Feb 15

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			generally simplify the log. Tie in with publications process to avoid duplication.			
MT588	30/06/14	Connect	Set up a Connect user group	NH	Aug 2014	Nov 14
MT589	28/07/14	Passenger Focus brand	Protect the Intellectual Property Rights associated with the Passenger Focus brand	JC	Oct 2014	Delete – build into change process
MT592	28/07/14	Road – organisational change	Plan an induction session for the Board	MC	Oct 2014	Complete, delete
MT594	28/07/14	Management Team programme	Consult with MT colleagues before drafting options for improving MT effectiveness	JC	Sep 2014	Jan 15
MT596	01/09/14	Colchester bus promotion pilot	Check for any overlap with PlusBus	DS	Sep 2014	Linda McCord to speak with Louise Coward. Jan 15
MT597	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	Jan 15
MT600	29/09/14	Passenger director role	Clarify the division of labour between the CEO role and the Passenger Director role	AS	Oct 2014	Clarify final sign-off responsibilities. Dec 14
MT601	29/09/14	Recognising achievement	Draft a new process for recognising achievement for 2015-16	NH	Nov 2014	Complete, delete
MT604	29/09/14	Ventrica	Phone Ventrica to experience service first-hand	All	Dec 2014	
MT605	29/09/14	IT services retender	Present paper to Management Team and Board with a proposal for awarding the new IT services contract	NH	Nov 2014	Complete, delete
MT607	29/09/14	Triennial review	Provide update to all staff on the progress of the Triennial Review	JC	Nov 2014	Dec 14
MT608	29/09/14	Monday morning call	Record a Monday Morning call for sharing at following MT meeting	KA	Jan 2015	

14. Current Board and committees action matrices

The action matrices for the Board and its committees were **noted**. In particular, AS stressed the importance of the Information Risk Training as highlighted by the ARAC. JC warned that failure to complete the training would result in him having to form a “qualified” opinion in his end of year information risk report.

15. Workplan report

MC stressed that the “recent achievements” section should be summarised further following Board Meetings. The CEO team was responsible for the overall styling and editing of the document, but individual task owners were responsible for editing the content. MC asked the meeting to note that Michelle Calvert would be the document owner from this point on. **Noted**.

16. Record of projects

Noted.

17. Management accounts

Noted. NH reported that we were currently on target financially. AS congratulated NH and Shahid Mohammed on their financial management.

18. Quarter 2 staff absence report

Long term absences due to illness were up as compared with the previous quarter. If these were taken out of the picture, the figures were close to normal. **Noted**.

Project framework: project reviews and briefs for approval or amendment

19. Project briefs for approval

1. East Midlands Trains direct award passenger feedback – **agreed £8,000**, funded by DfT. IW noted that this sort of work should always be referred to as “feedback” and not “survey” or “research” as it is not properly representative. AS remarked that the feedback was helpful nonetheless.
2. Analytical review of road satisfaction surveys – **agreed £32,000**, funded from the roads budget. IW stressed that this work was led by DfT, and was providing an external look at existing road user satisfaction products currently in use in order to inform us as we create our own survey. AS said we should be mindful of maintaining our independence from DfT.
3. Reading engineering works – **agreed £24,000**, funded by [REDACTED]

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4. Bath engineering works – **agreed £60,000**, funded by [REDACTED]
5. BPS open data tool production – **agreed £48,510**, of which £24,255 will be from the unallocated project pot and £24,255 from DfT. AS was still keen that [REDACTED] fund some of this work so our net spend could decrease further.
6. Re-branding – **agreed subject to completion of the project brief**. £10,000 from the roads budget
7. ICT transition – **agreed £30,200**, from unallocated budget
8. Telephone switchboard replacement – **agreed £44,600**, from unallocated budget. £10,300 would then be spent annually on running costs from the existing ICT budget.
9. 84N – NRPS methodology review – additional **£5,000 agreed** for producing a summary report of the review with recommendations.
10. 64R – HS2 passenger panel – **agreed**, additional **£100,000** from HS2 Ltd, plus **£12,000 management fee** income for Passenger Focus. This will fall into the **2015-16 budget**. This will extend the panel for a further year.

20. One-off spend requests for approval

1. Ticket to Ride 2 printing – **agreed £415** from unallocated budget

21. Project reviews for noting

1. **NRPS re-contact panel**. IW said that we could make more use of this panel in the future.

MT613	24/11/14	NRPS re-contact panel	Remind colleagues about this work and about how the panel can be used effectively across the organisation	DS	Feb 2015	
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For noting and/or agreeing only

22. **Christmas leave and spokesperson arrangements**. Noted. AS thanked JC for his work in coordinating this.
23. **Christmas period facilities management at Fleetbank House**. Noted. JC would make sure the Facilities Helpdesk knew that our office would be open.
24. **Annual report**. The timetable was noted.
25. **Googledoc workplan report**. The meeting **agreed** to continue using Googledocs to compile the workplan report, finding it easier to use for this collaborative document than Connect.

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The meeting **closed** at **14.30** hrs.

Signed as a true and accurate record of the meeting:

Anthony Smith
Chief Executive

Date

Freedom of Information Act 2000 Section 22

Proposed publication date	24 May 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