

# Minutes

## Management Team

**Date:** 20 October 2014  
**Location:** Fleetbank House, London  
**Time:** 1100 – 1330

### 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. Change process

#### a) Ministerial meeting 14/10/14

AS reported that he had had a meeting with our new minister, Claire Perry, and that he had sent a follow-up letter, which had been shared with the rest of Management Team.

The minister emphasised her desire for us to re-vamp the NRPS, though we urged caution at this, stressing that one of the survey's strengths is its 15 years of comparable data, and its status as an official statistic. Changing the survey methodology would put that at risk.

AS commented that Sharon Hedges had been particularly helpful in the meeting at helping to explain our work.

He said that irrespective of the outcome of the election, further budget cuts were likely next year, and that we needed to produce a compelling budget proposal for our core funding. IW said that we should create a proposal for leaner research, without jeopardising the data record. He suggested that we might develop an app for passengers, which the Minister may wish to announce.

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b) Team updates:

c) Staff Forum

The agenda and draft minutes from the previous meeting of the Staff Forum were noted, [REDACTED]

MT606	29/09/14	Staff forum	[REDACTED]	AS	Jan 2015	[REDACTED]
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d) Changeometer

VC presented results from the “Changeometer” staff survey, which generally showed a positive level of understanding and support of the change process. There was potentially some scope for improving the clarity of the information available and the demonstration of managerial support for the changes. AS thanked VC for her work.

AS reported that the first meeting of the change team had taken place. The team was drafting a plan for the change process, with a resourcing plan to support the change plan. Louise Casserley-Gore would focus on recruitment, and we would bring Su Makin in to assist with day-to-day human resources issues.

e) October staff away day

JC ran through the programme, which was noted.

AS gave a broad update of the change process, as would be presented later in the week at the staff away day. This included background risks and opportunities. There was particular pressure on the research team due to absences and an ever-growing range of work.

As we were reaching the end of phase one of the process, phase two was about to begin. This would include the additional appointments to the Communications and Corporate Governance teams. The change process would then ramp up in Manchester, with key issues being a new stakeholder engagement drive with the roads sector, much greater engagement with the Highways Agency and also with individual schemes and projects, such as road improvements. AS said that more resource in Manchester may well be needed in order to manage this work on top of our existing workplan.

Phase three would see the appointment of a Road User Director, with the aim of someone starting before Christmas. There would be up to 10 further opportunities in London and/or Manchester, depending on finances.

KA suggested giving an update on the Triennial Review process, which AS agreed was a good idea.

<b>MT607</b>	29/09/14	Triennial review	Provide update to all staff on the progress of the Triennial Review	JC	Nov 2014	
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## 2. Staff bonus scheme

Following discussions about the bonus scheme at the Remuneration Committee meeting held on 9 October, NH would prepare a draft proposal for the Management Team to consider at the next meeting.

## 3. Workplan report as a Google Doc

JC asked MT members for feedback on compiling the Workplan Report using Google Docs rather than Connect. Feedback received so far had generally been positive, especially from those trying it after initially expressing reservations. However, there were still some minor issues to iron out. The meeting **agreed** to try it for another month before deciding on a permanent arrangement.

## 4. Monday morning call

AS thanked [REDACTED] for raising the point about improving the quality of the Monday Morning call. He stressed the importance of keeping the call going even when Management Team members are in transit.

KA suggested recording a Monday Morning call for sharing with any staff not on the call, as a potentially easier alternative to the previous Comms team write up of activity. AS agreed it would be a good idea to try.

<b>MT608</b>	29/09/14	Monday morning call	Record a Monday Morning call for sharing at following MT meeting	KA	Jan 2015	
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## 5. Chief executive and passenger director: who does what?

AS presented a draft paper outlining the division of tasks between himself and DS, and said that it was important to tell staff. He wanted to retain the final sign-off for key publications such as Passenger Voice. NH asked whether AS had time for all the tasks specified, and AS was confident that he did. KA asked what the difference between the old and new arrangements, to which AS clarified that he wanted to step back from the passenger work- something that was already starting to happen.

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HP sought clarity over who was to sign of what, and who was the main media correspondent. AS confirmed that DS would be the main media person for passenger work, but acknowledged that some more clarity was still needed surrounding final publication sign-off. **Action MT600**

## 6. Workplan priorities review

AS said that we would discuss this at the next meeting following the Staff Away Day.

## 7. November Board events

The draft programme and information pack for the events were noted. HP was still working on securing a speaker to give a short address at the stakeholder reception.

## 8. December Board events

JC gave an update on the events to mark the end of Colin's time as Chairman of Passenger Focus, and the beginning of our new Chair's term in office. **Noted.**

## Standing items

## 9. Minutes of previous meetings

The minutes from the meeting on 29 September were **agreed** as a true and accurate record.

## 10. 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	MC/ NH	Jun 2014	<b>Ongoing – Oct 14. Initial phase done, overhaul expected in Autumn.</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>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	

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<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>Complete, delete</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 15</b>
<b>MT595</b>	01/09/14	Personal work objectives	Set 2014/15 work objectives for all staff	All	Sep 2014	<b>Complete, delete</b>
<b>MT596</b>	01/09/14	Colchester bus promotion pilot	Check for any overlap with PlusBus	DS	Sep 2014	<b>Linda McCord to speak with Louise Coward. Nov 14</b>
<b>MT597</b>	29/09/14	Workplan priorities	Review workplan priorities, and consider the impact of the change process	All	Oct 2014	
<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. Nov 14</b>
<b>MT601</b>	29/09/14	Recognising achievement	Draft a new process for recognising achievement for 2015-16	NH	Nov 2014	
<b>MT602</b>	29/09/14	Staff away day	JC to liaise with VC about incorporating the change process into the agenda	JC/VC	Oct 2014	<b>Complete, delete</b>
<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>
<b>MT604</b>	29/09/14	Ventrica	Phone Ventrica to experience service first-hand	All	Dec 2014	
<b>MT605</b>	29/09/14	IT services tender	Present paper to Management Team and Board with a proposal for awarding the new IT services contract	NH	Nov 2014	

## 11. Current Board and committees action matrices

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

## 12. Workplan report

**Noted.** The “recent achievements” section should be summarised further following Board Meetings, in particular in advance of the next Board Meeting.

## 13. Record of projects

**Noted.** This would be presented alongside the Communications Team ‘products timeline’ in future, the development of which was ongoing and linked to action MT571.

## 14. Management accounts

JC said that the Audit and Risk Assurance Committee asked that this be split out to highlight any third party finding. **Noted.**

## 15. Budget review

NH thanked colleagues for their input. In summary, £130k was currently not earmarked for specific expenditure on the passenger work, whereas the entire roads budget was planned for.

NH sought guidance from the meeting on the best use of the £130k; one option was to invest in a new telephone switchboard as the current one was now 15 years old and increasingly obsolete. AS thought this would be a good idea, and said that MT looked forward to seeing a paper at a coming meeting.

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

### 16.1 Project briefs for approval

- Disabled passengers / smart ticketing – **agreed £48,000**, from DfT Smart Ticketing programme budget.
- PlusBus – **agreed £25,000**, funded by Journey Solutions Agency, with costs being paid directly to agency. **£2,500 management fee**
- Glasgow Queen Street – **agreed £25,000**, third party funding being paid directly to agency. **£2,500 management fee.**
- Extreme weather disruption – **agreed £15,000** from unallocated project pot plus **£36,000** paid directly from Network Rail to agency.

JC urged colleagues to plan well in advance when project briefs are to go to Management Team for approval to avoid any difficulties.

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## 17 Project reviews for noting

- BPS online pilot. **Noted.**

## 18 Complaints review project

KA proposed to move the TOC complaints handling review work to the team's regular work programme rather than have it as a standalone project. There was potential for a comparative, benchmarking product here, for which AS was interested in the possibility of charging TOCs for the service. **Agreed.**

<b>MT609</b>	29/09/14	Complaints review work	Create proposal for turning our TOC complaints handling review work into a comparative benchmarking product, and consider whether we might attract third-party funding for the work	KA	Jan 2015	
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The meeting **closed** at **13.30** 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	20 April 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