

Minutes

Management Team

Date: 30 March 2015
Location: Conference call
Time: 1130 – 1300

Present

Anthony Smith	AS	Chief executive
David Sidebottom	DS	Passenger director
Guy Dangerfield	GD	Road user director
Nigel Holden	NH	Resources director
Jon Carter	JC	Head of business services
Ian Wright	IW	Head of insight
Mike Hewitson	MH	Head of policy and issues
Sara Nelson	SN	Head of communications
Katie Armstrong	KA	Passenger team manager
Vivienne Carter	VC	Change manager
Martin Clarke	MC	Business services executive

Apologies: Linda McCord, passenger manager

Change process

1. Change update

IW gave an update on the National Rail Passenger Survey (NRPS) retender process. A technical review of the survey had been conducted the previous year, alongside a stakeholder review, which raised a number of issues. In light of this, the Statistics Governance Group (SGG) recommended postponing the retendering process for one year.

One concern had been about the length of the questionnaire, especially in respect of falling response rates which were currently at about one returned survey for every three handed out. A pilot of a shorter survey had been carried out alongside the most recent wave, but it had not yielded a material difference in response rates. IW noted that market research response rates were generally falling.

AS said we needed products that gave faster turnaround times, reflecting more of transport users' emotions, but this might mean developing a different product to NRPS. IW said that he was drawing up proposals, ready for consultation with stakeholders in June. A stakeholder board would then be set up to further advise on the product development. IW

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said that this would represent a two-year programme of work, and that it would need resourcing. [REDACTED]

NH asked whether a procurement timeline and budget was in place for retendering the existing NRPS. IW said that tendering for a two-year contract would start November 2015, with the contract to begin in April 2016.

DS said that we would keep up our work to sell the existing NRPS to industry.

MT624	30/03/15	NRPS retender	Produce timeline for NRPS retender process, including more general consultation on how we work with users	IW	Apr 2015	
MT625	30/03/15	NRPS retender	Brief other staff, including passenger managers, on what's happening with the NRPS	IW/ DS	Apr 2015	

2. Organisation structure

AS welcomed GD to Management Team as our newly-appointed road user director. The focus would initially be on overseeing the transfer of work to the Road User Team. Most of the work GD had previously been involved with as Passenger Issues Manager had reached a convenient juncture, including 'Passenger information during disruption' and 'Extreme weather' work streams. GD would produce an ongoing action list to keep the work ticking over. Audit and mystery shop work would be taken on by the passenger team executives, for which IW suggested incorporating using the NRPS re-contact database. AS was keen that bus work doesn't fall down the agenda, and DS gave assurance that it wouldn't.

MT626	30/03/15	Disruption-related "passenger issues" work	Produce ongoing action list for work on passenger disruption, such as for PIDD and extreme weather	GD	Mar 2015	
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Elsewhere, VC outlined the latest progress regarding implementing the new structure. The first wave of recruitment would begin after Easter, and the new 'head of product development' role would be a priority. Wave two would come later, and would look at gaps left following any internal recruitment.

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IW required extra resource on the Insight team, at the request of the DfT, to assist with the Smart Ticketing programme.

3. Triennial review

AS welcomed the report from the DfT's Triennial Review, which commented that we were "well managed and well governed". He said that it was particularly useful just before the election in demonstrating our value.

JC and MC would draw up an action list, which will inform future sponsorship meetings with DfT (Sponsorship meeting action SP032). NH said we should publish a response, which was **agreed**.

MT627	30/03/15	Triennial review	Create and publish our response	JC	Apr 2015	
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4. Rebranding

AS said that the rebranding to Transport Focus had been successful so far, and that the new website, in particular, was excellent. Many reports had been published ahead of purdah, which was good, but AS urged colleagues to communicate fully about what would be published when. He also encouraged everyone to keep the events section of the website up to date, so that it reflects our many activities as fully as possible.

Upcoming events

5. Board/stakeholder events

SN had prepared an overview paper of upcoming events, which would be discussed in detail at our April meeting. She said we needed to think about how we promote our brand, and that we should consider putting on a 'transport user trust' event, as well as events in England, Scotland and Wales to mark the 10th anniversary of Passenger Focus and the launch of Transport Focus. NH cautioned that we didn't currently have the resources for the suggested programme, and SN said we should tie the programme in with existing events and product publications where possible.

5.1 Cardiff, May

5.2 Edinburgh, September

5.3 Newcastle, November

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JC presented outline papers for the three planned Board/stakeholder events, which were **noted**. AS asked whether some of the cost for Board events could come from the road user budget. NH said that currently our core funding for rail covers overheads, including our Board.

MT628	30/03/15	Board events funding	Investigate what aspects of the Board events programme could be funded from road user budget	JC/ NH	Apr 2015	
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Other issues for discussion

6. Bus user representation



7. CRM update

NH presented David Beer's revised paper, including updated stakeholder engagement categories, which was **agreed**. JC stressed that the CRM "annual cleanse" was long overdue. It was not only required due to data protection issues, but also the system was becoming increasingly unreliable as many contacts were populated with out of date information.

MT629	30/03/15	Revisions to CRM	Communicate the changes to CRM with staff, including the stakeholder engagement categories	NH	Apr 2015	
MT630	30/03/15	CRM annual cleanse	Conduct an 'annual cleanse' of CRM contacts to ensure information we hold is relevant and up-to-date	NH	May 2015	

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8. Annual report and accounts timeline

NH said that the draft report was needed by 20 April. SN would prepare the report, which would be based on information from the final 2014-15 Workplan report. **Noted.**

Standing items

9. Workplan report

The Workplan Report was **noted**. MC said that teams should make any final amendments to the 2014-15 Workplan report by 10 April so that it could be used to prepare the Annual report . **Agreed.**

10. Management accounts

Noted. NH reported that the finances were on track at year end.

Project framework: project reviews and briefs for approval or amendment

11. Project briefs for approval

1. Sleeper survey – **agreed £29,000**, paid directly from Caledonian Sleeper operator Serco to the agency, plus £2000 management fee for Transport Focus. This was a pilot for the first year, with the survey expected to be incorporated into NRPS in future years. The survey would be conducted quarterly.
2. National road user satisfaction survey (NRUSS) analysis – **agreed £10,000**. This would be funded from 2015-16 roads budget – in particular money earmarked for our own satisfaction survey of road users. IW said that he thought NRUSS was not currently fully utilised, and this project would look at how to get more use out of the survey results.
3. 77S Revised budget – South East flexible ticketing – **agreed additional £5700**, from DfT Smart Ticketing budget, of which £1500 falls in 2015-16 and the remainder 2014-15.

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4. 80R Revised budget – Bus Passenger Survey (BPS) methodology review – **additional £21,000 agreed**, from BPS budget 2014-15.

12. Project reviews for noting

1. **East Midlands Trains online feedback exercise.** MH reported that we had struggled with the response rates, so we could communicate this better in future. Nonetheless, the work had proved useful, worth doing again, and we should consider a communications strategy to boost response rates. **Noted.**
2. **BPS data explorer.** AS said that the tool was excellent, and that he was very pleased that we had secured third party funding. NH asked if we had tools available to allow us to analyse verbatim comments, something that IW was looking into. The meeting congratulated Jordan Sargeant on the work. **Noted.**

Any other business

13. Team plans

AS asked that managers prepare their team plans for 2015-16 based on the new Workplan. JC said that a template was available on the CEO team homepage on Connect, and that his team was happy to help.

MT631	30/03/15	Team plans	Write team plans based on 2015-16 Workplan, ready to share at April MT	All	Apr 2015	
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14. Gifts and hospitality log

JC proposed updating the Gifts and hospitality process to a self-populated log, checked and authorised by the CEO team, to remove the current paperwork requiring signatures. Staff would be fully briefed once the new system was up and running. **Noted.**

15. Lunch and learn

Based on ideas from members of his team, IW proposed starting a regular, perhaps monthly, 'lunch and learn' session, with members of staff having opportunity to present particular areas of interest or expertise to colleagues. The sessions would be optional. The meeting thought this was a good idea. **Agreed.**

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The meeting **closed** at **13.00** 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	30 September 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