

Minutes

Management Team

Date: 29 June 2015
Location: Piccadilly Gate, Manchester
Time: 12.00 – 14.30

Present

Anthony Smith	AS	Chief executive
David Sidebottom	DS	Passenger director
Nigel Holden	NH	Resources director
Guy Dangerfield	GD	Road user 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
Linda McCord	LM	Passenger manager
Vivienne Carter	VC	Change manager
Martin Clarke	MC	Business services executive

Change process

1. Have we got the people and structures in place to make the most of upcoming opportunities?

AS introduced the meeting and explained that a lot had been happening recently, particularly with regards to the change process. He asked the meeting to take some time to assess where we had reached so far and where we wanted to get to.

VC led a session looking at the issues and how we might proceed, with a focus in particular on the National Rail Passenger Survey (NRPS) consultation, transport minister Claire Perry's South East Quadrant task force, DfT and C3 proposals for more current customer feedback products for the East Anglia franchise and the National Road User Satisfaction Survey.

2. Change round table update and

3. Organisation structure / recruitment update

VC reported that the current programme of recruitment was on-track. External recruitment had started for a road user manager and we had begun to recruit internally for one or possibly two road user executives. We were starting the next round of recruitment as well,

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looking at where there were gaps that needed filling and considering again what we wanted the organisation structure to ultimately look like. AS stressed that the work stream generated from Claire Perry's South East Quadrant agenda must be properly resourced.

VC proposed that we hold a tea party in each of the offices on 14 July to celebrate our progress in the change process so far, which was **agreed**.

She also expressed concern about a possible perceived 'widening of the gap' between the London and Manchester offices, which may be exacerbated by the South East Quadrant work. AS said that several Manchester staff members were getting involved in the new areas of work, but agreed that we would bear the issue in mind for the October Awayday.

NH expressed concern that people's workloads appeared to be at or close to full capacity, and that we needed to anticipate any problems associated with this. JC stressed that we needed to re-evaluate our Workplan commitments in light of the South East Quadrant issues.

MT637	29/06/15	Re-evaluate Workplan priorities	Re-evaluate our Workplan priorities, looking at where we can re-scale activities and whether there's anything we need to cut in light of additional work such as South East Quadrant. Prepare a summary for Interchange	JC/ MH/ IW/ NH	Sep 2015	
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Upcoming events

4. September Board events in Edinburgh

JC had circulated a draft information pack, which was **noted**. He asked that colleagues let Michelle know as soon as possible whether they would be staying for the second night (Wednesday 16 September) so that they might be able to take part in the site visit to the newly-reopened Borders Railway. AS said that it was important that we demonstrate our interest in this high-profile project.

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Other issues for discussion

5. Improving the project process

JC presented a paper outlining a new system for managing the project framework as part of action MT635, asking that we run it for a trial period and consult with all staff about its effectiveness. The main points included automating key parts of the project process such as capturing data from project briefs, sending reminders when projects were due and preparing project reviews. The system was designed to save time and also increase the quality and accuracy of information provided.

AS asked colleagues for better coordination and communication with respect to tracking the progress and publication of projects. JC said this proposal would help address these concerns.

SN had requested that some additional information be captured in project briefs – in particular, identifying a member of the communications team, a passenger team executive and detailing any anticipated products created as part of the project.

NH expressed concern about information being held away from our servers, and that some confusion had arisen in the Passenger Team during early trials.

The meeting **agreed** to try the new system until September, when we would review feedback and make a further decision. MC would communicate the changes with all staff, provide guidance on completing project briefs and reviews and encourage feedback. AS requested that information be provided for the next edition of change process newsletter *Interchange*.

MT638	29/06/15	Project process changes	Communicate changes to the project process, including preparing a summary for Interchange	MC	Sep 2015	
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6. Rolling internal audit action log

JC drew the meeting's attention to the log, which was **noted**. It was due to be discussed at the Audit and Risk Assurance Committee in July.

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Standing items

7. Minutes from previous meeting

The minutes from the meeting on 1 June were **agreed** as a true and accurate record.

8. Management Team action matrix

No.	Meeting	Issue	Action	Who	Due	Notes
MT594	28/07/14	Management Team programme	Consult with MT colleagues before drafting options for improving MT effectiveness	JC	Sep 2014	Postponed – revisit later in change process. Oct 15
MT604	29/09/14	Ventrica	Phone Ventrica to experience service first-hand. SN to provide example scenarios.	All	Dec 2014	Jul 15
MT615	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	Tentatively scheduled for July 2015
MT624	30/03/15	NRPS retender	Produce timeline for NRPS retender process for MT info	IW	Apr 2015	Share with Board and MT Jun 15. Complete, delete
MT625	30/03/15	NRPS retender	Brief other staff, including passenger managers, on what's happening with the NRPS	IW/ DS	Apr 2015	Jul 15. Complete, delete
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	Jun 15. Note: there is the opportunity to do a road focussed event in Manchester in Mar 16. Complete, delete
MT629	30/03/15	Revisions to CRM	Communicate the changes to CRM with staff, including the stakeholder engagement categories	DS	Apr 2015	Jul 15.
MT635	27/04/15	Project framework	Improve the communication and timely delivery of projects	JC/ MC	July 2015	Work in progress. New system being trialled, review Sep 15

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MT636	02/03/15	Investors in people re-accreditation	Prepare 'strategic overview' of our Investors in People commitment.	NH	Apr 2015	Work in progress. Oct 15
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9. Current Board and committees action matrices

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

10. Workplan report

The Workplan Report was **noted**.

11. Record of projects

The record of projects was **noted**.

12. Management Accounts

Noted. NH said that we would need to revise the costs of some of our Workplan priorities as per action MT637. AS said we must fully utilise our road user budget this year.

Project framework: project reviews and briefs for approval or amendment

13. Project briefs for approval

1. Bus user priorities and trust – **agreed £75,000** subject to Board approval. DS had final sign-off for products associated with this project.
2. Accessibility forum – **agreed £600**
3. 'South East Quadrant' social media – **agreed £40,000**. There was potential to develop this work into a 'framework' product for a wider variety of operators. SN asked that she work with the project manager to specify the outputs for the project, and perhaps agree a template for a weekly publication.
4. Tram Passenger Survey wave 3 – **agreed £119,000**, of which £68,000 would come from the unallocated budget, £50,000 from tram operators and £1000 management fee. AS said we should look at the future funding model for the Tram Passenger Survey to ensure that operators contribute a fair proportion of the cost.
5. Data privacy – **agreed £1000**

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6. Measuring customer experience on East Anglia franchise – **agreed £25,560**. DfT had asked for and were paying for this. There was potential for future waves, and was useful with regards to looking at the future options for NRPS.
7. National Road User Satisfaction Survey (NRUSS). This project brief was for us taking on the production of the NRUSS in its current form. NH asked whether this was definitely something we wanted to take on. The funding arrangements for taking this on were unclear, and as such AS said we should pause and clarify that Highways England would be paying for this in full. MC confirmed it was on the Board Meeting agenda for 16 July.

MT639	29/06/15	NRUSS	Confirm funding arrangements with regards us taking on producing the current NRUSS in time for July Board Meeting.	GD	Jul 2015	Paper prepared for Board Meeting
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8. (Revised) CRM improvements. **Agreed £27,445.38**, increased from £16,293.

Any other business

As it was KA's last meeting with us, AS thanked KA for her excellent work throughout her time here and wished her well for the future.

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	29 December 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