

Minutes

Management Team

Date: 27 April 2015
Location: Piccadilly Gate, Manchester
Time: 1200 – 1420

Present

Anthony Smith	AS	Chief executive
David Sidebottom	DS	Passenger 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
Linda McCord	LM	Passenger manager
Vivienne Carter	VC	Change manager
Martin Clarke	MC	Business services executive

Change process

1. Change round table update

AS said that the changes to Transport Focus at the beginning of the month had gone smoothly, but observed that the sooner we could move to permanent staffing arrangements the better.

He commented that we were busy, active and visible across a wide range of issues. We would have an interesting year ahead as we settle into our new roles. The organisation was healthy, growing and receiving fantastic feedback.

Insight

There remained uncertainty in the team due to long-term absences, but in one case IW said he expected a resolution soon. [REDACTED]

[REDACTED]. Keith Bailey was focussing on National Rail Passenger Survey (NRPS) redevelopment, whilst David Greeno would continue to manage the day-to-day running of the survey. Elsewhere in the team, staff were keen to gain experience of new areas of work.

Minutes

Policy and issues

GD had been finishing off loose ends from his previous role as passenger issues manager. Otherwise, MH reported that it was business as usual across his team.

Passenger team

DS said that for the passenger managers it was also business as usual, but that across the team people were interested to learn about the outcomes of the change process and where the opportunities lay. KA said that the contact team was more stable, and that short-term cover had been secured.

Resources

NH said that the resources team still had a high workload due to the change process, but that having extra cover on the team was helping.

Chief executive's team

JC reported that the current resourcing level was good. There were several significant pieces of work ongoing, so the team was busy but able to cope. The Board Member recruitment process was now complete, and JC had provided feedback to all candidates who asked for it. Theo de Pencier would start on 1 May. New chair Jeff Halliwell's induction was ongoing as planned.

Communications

A communications officer had been appointed on a six month contract, and SN was keen to secure a permanent appointment for this post. The recruitment process for the new communications assistant had started.

2. Organisation structure

VC reported that the Change Team had thoroughly reviewed feedback received following sharing an earlier draft of the new structure chart. The latest draft of the proposed structure would be shared with Management Team in the coming week.

Upcoming events

3. Events programme

SN presented a draft events programme, which AS noted was uncoded at this stage. We would make a decision on the July stakeholder event, marking our tenth birthday and beginning of Transport Focus, after the election. The plan needed staff resourcing as well as budget, and NH asked how it would tie in with the Workplan. SN clarified that it should read across each team's existing Workplan commitments, and was not new work. Rather,

Minutes

the plan was designed to better coordinate existing work, reducing duplication and maximising the benefits. AS said that the plan should feature on future agendas.

4. Events programme

JC introduced the latest draft information pack for the Board and stakeholder events in Cardiff on 13-14 May, which was **noted**. AS said that it looked good, and asked that we promote the Board Meeting more.

Other issues for discussion

5. Scottish devolution

AS summarised his paper looking at the challenges and opportunities of a devolved consumer landscape in Scotland. He highlighted the need for us to demonstrate what we can offer, along with potential issues with future funding arrangements. These were **noted**.

6. NRPS and franchising

MH had been involved in discussions with the Department for Transport (DfT) about how to reflect user satisfaction in franchising. There was a desire to keep NRPS, but MH said there were suggestions of using a more 'current' measure, more than the two per year currently available with NRPS. DfT was hoping to be able to use this in its invitation to tender for the East Anglia franchise in August.

NH said we should pitch ideas separately from NRPS. Many operators were currently doing their own, monthly, customer feedback surveys. Our unique selling points were that we were independent, experienced in representing transport users and that we could produce information that was easily benchmarkable against other operators.

MT632	27/04/15	Satisfaction measure for franchising	Find out what train companies already do by way of regular customer feedback exercises	DS	May 2015	
MT633	27/04/15	Satisfaction measure for franchising	Prepare a narrative of what we can offer by way of more current satisfaction measures as an alternative to NRPS	IW	May 2015	

Minutes

IW said that we could use our NRPS contacts. AS said it needed to fit within the context of NRPS development for the future, but that it was potentially a different product to NRPS. JC said this item was on the May Statistics Governance Group agenda for discussion.

7. Core controls audit

AS reported that the recent internal audit report of our core controls had raised a number of issues that needed to be addressed. In particular, NH reminded colleagues that for expenses claims, staff needed to provide itemised receipts, clearly explain any absence of receipts and explain why any expense had been incurred. He acknowledged the need to update our policies in line with HMRC guidelines, but in the meantime we needed to ensure we comply with our policy and explain exceptions. AS stressed the importance of addressing any concerns raised by the internal audit so that we maintain the integrity of our work.

8. IT server changeover

NH explained the plan to move our IT server over the weekend 30-31 May. Staff laptops would need to be rebuilt, and so would need to be accessible. They would then need to undergo testing. AS asked what the risk of data loss would be. NH assured the meeting that everything held on the server would be backed up and safe. SN asked whether this was the best time for such a significant change. NH acknowledged that it was a risky project, saying that there was never an ideal time, but that this was as good a time as any. **Agreed.**

MT634	27/04/15	IT server changeover	Communicate changes to staff, including what people need to do and by when	NH	May 2015	
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9. CRM system improvements

KA presented a paper and one-off spend request for upgrading CRM and iron out various specific issues raised over the previous few months. The request for £11,000 from the unallocated pot, plus ongoing costs, was **agreed**.

10. Annual report and accounts update

SN had circulated the latest draft, which had been shared with the auditors for comment. She would circulate the document again once the auditors had provided feedback, and any future changes that we made were to be shared with them. The process for writing the

Minutes

annual report and accounts was on track. SN said that the Workplan report had been useful in compiling the document, as it meant that the content was already provided. **Noted.**

11. Final 2014-15 Workplan report

JC presented the final 2014-15 Workplan report, which would be on the May Board Meeting agenda. KA asked whether we could make more of the content of the Workplan report during Management Team meetings. **Agreed.**

12. Recharging hotels and subsistence for events

JC explained that hotel rooms and subsistence were charged to team cost centres for Board events. Whilst this had always been the case, he proposed making a new assumption whereby if a member of staff asks to attend an event, he would assume that the relevant manager had agreed. **Agreed.**

13. Project process and report production

AS said that we needed to get better at being clear when projects are expected to be delivered, and then either meeting that expectation or providing an explanation of any delay. JC said that the Audit and Risk Assurance Committee had noted that we need to improve in this area. **Agreed.**

MT635	27/04/15	Project framework	Improve the communication and timely delivery of projects	JC/MC	July 2015	
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Standing items

14. Minutes from previous meetings

The minutes from the meetings on 2 March and 30 March were **agreed** as true and accurate records.

Minutes

15. 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 generally simplify the log. Tie in with publications process to avoid duplication.	JC	Jun 2014	Replaced by MT635. Delete
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	May 15
MT612	24/11/14	Investors In People re-accreditation	Investigate postponing the re-accreditation until after the change process	NH	Jan 2015	Investigation complete, report outcomes Mar 15. Act MT636. Complete, delete.
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	
MT616	05/01/15	Information Risk Training	All staff to carry out Information Risk Training	All	Jan 2015	Mar 15. Complete, delete
MT617	05/01/15	Equality and diversity action plan	Update the equality and diversity action plan the workplan has been agreed. Talk to IW, MH, DS and KA about our existing work in relation to equality and diversity including in collecting research data and using results	NH	Apr 2015	Complete, delete
MT618	02/02/15	Ventrica	Ensure Ventrica is set up for signposting road users as well as passengers	KA	Mar 2015	Complete, delete

Minutes

MT620	02/02/15	Research publications	Plan research publication timeline and briefing sessions for all staff	IW	Mar 2015	Combine with MT635. Delete
MT621	02/03/15	Revisions to CRM	Revise the proposals for updating CRM based on input from the Passenger Team Executives and Communications Team	DS	Mar 2015	Complete, delete
MT622	02/03/15	Smart Ticketing	Hold a Smart Ticketing event, and invite the new minister	IW	Nov 2015	Put in events plan, delete.
MT623	02/03/15	App testing	Produce a paper looking at whether we should offer an app testing service	IW	Apr 2015	Delete
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	May 15
MT625	30/03/15	NRPS retender	Brief other staff, including passenger managers, on what's happening with the NRPS	IW/ DS	Apr 2015	May 15
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	Complete, delete
MT627	30/03/15	Triennial review	Create and publish our response	JC	Apr 2015	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	May 15
MT629	30/03/15	Revisions to CRM	Communicate the changes to CRM with staff, including the stakeholder engagement categories	DS	Apr 2015	May 15
MT630	30/03/15	CRM annual cleanse	Conduct an 'annual cleanse' of CRM contacts to ensure information we	DS	May 2015	

Minutes

			hold is relevant and up-to-date			
MT631	30/03/15	Team plans	Write team plans based on 2015-16 Workplan, ready to share at April MT	All	Apr 2015	May 15

In relation to MT612, NH reported that if we were able to provide an overview of our strategy with regards investing in people we would be able to delay our re-accreditation by 12 months, to avoid conflict with the change process.

MT636	02/03/15	Investors in people re-accreditation	Prepare strategic overview of our Investors in People commitment.	IW	Apr 2015	
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16. Current Board and committees action matrices

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

17. Workplan report

The Workplan Report was **noted**.

18. Record of projects

Noted. MC reported some minor changes to the document, to improve clarity and help start to address action MT635.

19. Management Accounts

Noted. NH thought we could plan better in order that we avoid a spike in costs at year end. AS congratulated NH and Shahid Mohammed on their excellent budget management.

Project framework: project reviews and briefs for approval or amendment

20. Project briefs for approval

1. CalMac ferry passenger satisfaction survey – **agreed £27,600**, plus £2500 management fee. Funded by CalMac.

Minutes

2. ScotRail NRPS summer and winter waves – **agreed £41,490**, funded by ScotRail, plus £2000 management fee.

21. Project briefs for approval

1. **East Midlands Trains franchise research.** JC said the joint working agreement (JWA) needed revising, with some scalability according to the type of project – for example, this project was wholly funded by DfT so may not merit the full JWA. NH urged caution with any ‘dumbing down’ of the agreement. AS asked for feedback from funders for projects attracting third-party funding. **Noted.**
2. **Norfolk Smart wave two.** IW said that the research had gone well, and AS commented that the report was excellent. SN said that [REDACTED], who produced the report, had created a specific style for our Smart Ticketing work – something that could be replicated in other areas. **Noted.**
3. **Chiltern contactless payment cards.** IW said that [REDACTED], head of Smart and integrated ticketing at DfT, had described this as our “best project yet”. **Noted.**
4. **CrossCountry advance on the day.** DfT and CrossCountry were pleased with the project and its impact, and it had been used to extend the ‘advance ticket on the day’ trial. **Noted.**
5. **Future of apps.** The budget had increased due to the research agency coming up with some additional ideas that we deemed to be worth pursuing. **Noted.**
6. **New telephone system.** The new system had been successfully installed. AS asked whether we could have had a choice of handsets. NH would bear that in mind for next time. **Noted.**

The meeting **closed** at **14.20** hrs.

Minutes

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	27 October 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