

Board members, committees and portfolio holders for 2017-18 (as at July 2017)

Formally constituted committees of the board

Audit Risk Assurance and Remuneration Committee (staff lead Jon Carter)

Marian Lauder	Chair	Approved
Isabel Liu		Approved
Bob Linnard		Approval pending

Statistics Governance Group (staff lead Jon Carter)

Stephen Locke	Chair	Approved
Theo de Pencier		Approved
Theo de Pencier	Chair designate (wef September 2017)	Approval pending
Philip Mendelsohn		Approved
Bob Linnard		Approved

Passenger Contact Group (staff lead Michelle Calvert / Kate O'Reilly)

Marian Lauder	Chair	Approved
Stephen Locke		Approved
Cllr William Powell		Approval pending

Board portfolio holders 2017-18*

Theme	Board members	Staff lead
Franchising	As required	Sharon Hedges
Accessibility / Diversity	Isabel Liu	Phil Wilks / Nigel Holden
Roads	Theo de Pencier	Guy Dangerfield
Community rail	No portfolio	Martin Clarke
Business development	Philip Mendelsohn	Jon Carter
Business systems	Isabel Liu	Nigel Holden / Jon Carter
Wales specific issues	Cllr William Powell	David Beer
Scotland specific issues	Philip Mendelsohn	Robert Samson
London specific issues	Stephen Locke	Mike Hewitson

***What is a portfolio holder?**

The portfolio holders are individual, or small groups of, board members who have expressed an interest, or already have an expertise, in a topic which is either a current year workplan priority, or a work theme in which we have no choice but to engage with the industry, government or other stakeholders.

They work with the lead member of staff on developing policy or responding to a request or consultation. Whilst most of the work is done by the staff member, contributions in the form of advice and suggestions are welcomed particularly during drafting. Depending on the piece of work, advice may be sought immediately, during drafting or at final draft stage.

Some portfolio holders, or groups thereof, may occasionally convene with members of staff. Other themes may be more or wholly correspondence based. Each theme will be slightly different in terms of its demands and communications, but each board member should, over time, consider how much time they are able to commit to work in this area, and raise any concerns with the lead member of staff, me or the Chair.

When themes come before the whole board for discussion it is particularly useful to have one or more board members who have developed a deeper understanding of some of the issues and who can support the briefing or case made by the member of staff concerned.

The portfolio holders remain, however, whether individually or in groups, an **informal arrangement with no delegated authority to make policy** – an arrangement which just happens to have worked really well over the years.

JON CARTER

Head of Business Services

July 2017