

## Business & Innovation Group: Notes

**Date** Tuesday 06 June 2017  
**Time** 14.00  
**Location** Meeting Room 2, Fleetbank House, London  
**Attendees** Jeff Halliwell (JH), Isabel Liu (IL), Philip Mendelsohn (PM), Anthony Smith (AS) (Chair), Nigel Holden (NH) Jon Carter (JC), Linda McCord (LM) Michelle Calvert (MCa)

### Summary of actions from this meeting

#	Ref	Issue	Action	Owner	Due date
BIG	1718-029	Time recording	Relaunch organisation-wide use of 10,000 ft and report back to the Board	AS	July 17 ME
BIG	1718-030	BIG dissolution	Recommend to board	JC	July 17 BM
BIG	1718-031	Governance	Discuss new arrangements with ML	JC	July 17
BIG	1718-032	Project costings	Set up date for informal discussion	NH	July 17

### Notes from this meeting

1 **Notes from previous meeting. Noted.**

2 **Actions. Agreed.**

It was agreed that completed and deleted actions are helpful to include in future committee meeting minutes.

3 **Time recording project.**

NH introduced this document which was submitted and discussed at the Management team meeting. The underlying system is working and will be relaunched retrospectively from 01 April, from when all staff should have been using the system. The way in which we are categorising time needs developing further, but not until we have three months' worth of complete data. In respect of the ease of use, whilst it was generally agreed that the system was simple and user friendly, it was acknowledged that training on joining Transport Focus, as part of the mandated induction process, needed to be explored further by the Corporate Services team.

LM, as a user of the software, confirmed that it is easy to use, however "getting into the habit" of recording your time is difficult for those constantly on the move, and one can get behind very easily, although the importance of getting this done is understood. PM suggested setting

a deadline for data entry, to create some discipline across the organisation. He also agreed that there are too many categories and that the selection needs to be better defined.

For example, there is no place to record certain important work like reviewing bids within the franchising workstream. It was also agreed that the data will only be useful if staff are allocating 100% of their time (currently those staff using the system are recording around 84%).

JH expressed his concern and disappointment on the level of completion by staff. The task for management is to make it happen. This should include monitoring of the use of the system by team, and may include the use of league tables and other incentives. PM added that an automated email reminder could be a simple but effective solution.

AS agreed more work needs to be done to strengthen the use of this process. It was agreed that an organisation-wide relaunch was needed, with the hope that a significantly improved dataset would be available to the Board in July.

#### 4 **Project management.**

NH updated the group on the migration of project coordination from the London Business Services team to the Manchester Corporate Services team. Anne Kocan has been speaking to all project managers, both in the normal course of project – coordination and reporting and to gain feedback in respect of future developments. The hope is to use the project framework to improve risk assessment and reviews, for example. IL questioned the use of the project categories and if this was still useful. NH noted that some projects, as found in the past, are difficult to place in the current categorisation of funding and that this would be something that he and Jon would be looking at again, since they are generally working well and are used by project managers to identify the approval route. IL noted the frustration of project managers with the costing sheet; this really must be sorted once and for all, especially in the light of the recent TPS project approval. The Caledonian Sleeper project was likewise discussed as an example of how the process may be confusing.

It was **agreed** that the categorisations should not change until NH and JC have reported back to ARARC, however the costing of projects, whereby we take into account the true cost of staff time, must be corrected. There is an obvious need for further work on the use of the costing sheets and the use of the data gathered from the time recording system. (AK is developing a plan for possible workshops to train staff on the use of both of these systems.)

#### 5 **Feedback to Board / Management Team on previous deliberations and conclusions.**

See item 7

#### 6 **Rail Passenger Redress Scheme.**

This will be discussed in more detail at the June 2017 Members' Event meeting. JC noted that there are a number of key emerging issues as a result of the RDG proposals and therefore a need for board to discuss them. JH agreed; it was time for discussion and agreement on some key principles.

## 7 **Consideration of ongoing need for BIG and it's terms of reference**

The group was set up in contemplation of a different world, which has now changed; JH wondered if the group didn't exist, would we invent it today? The Group agreed probably not; the scope of board meetings, members events, ARARC, SGG and PCG should be sufficient. JC warned however, that the ME and ARARC agendas were now full to bursting point – there may be scope but there wasn't the time. As an alternative, the role of business development lead could be fulfilled by a board member, as could the exercise of a degree of oversight of the project management arrangements and time recording. He stressed the continuing need for a degree of transparency over proceedings, which a minuted board committee meeting normally provides.

JH's preference was to have Board members who have a particular interest in certain areas to take responsibility, and provide guidance and challenge, as required. They should report back via members' events. It was **agreed** that on this basis the Group would recommend its dissolution to the board – informally at the forthcoming members event, and formally at the board meeting in July. IL volunteered to be the link between project development, time recording and ARARC, and PM agreed to take on a vaguely scoped role in respect of business development. ML will be consulted on these new arrangements.

## 8 **Caledonian Sleeper approval process**

See item 4

## 9 **Next steps and priorities**

See item 7

## 10 **Any other business**

There being no other business the meeting closed at 1530 hrs.

Signed as a true record of this meeting

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**ANTHONY SMITH**

Chief Executive

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**Date**