

Board Meeting	Date	21/07/2020	Time	10.30-13.00	Venue	Zoom - Webcast
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Time	Item	Subject	Leading	Purpose	Paper
A Public Affairs					
10.30am	1	Chair's opening remarks; apologies and introductions	Jeff Halliwell	Information	
	2	The Future of Bus Services: Coping with coronavirus and beyond			
10.35am	2.1	Introduction	David Sidebottom	Information	
10.45am	2.2	Graham Vidler, chief executive, Confederation of Passenger Transport			
10.55am	2.3	Jane Cole, managing director, Blackpool Transport			
11.05am	2.4	Jonathan Bray, director, Urban Transport Group			
11.15am	2.5	Glyn Williams, Head of Integrated Public Transport and Technology, Cornwall Council			
11.25am	2.6	Q&A	Jeff Halliwell		

B Corporate affairs					
12pm	1	Interim Workplan update	Anthony Smith	Information	
	2	Board meeting minutes: March 2020	Jeff Halliwell	Approval	✓
	3	<u>Corporate Governance</u>			
	3.1	Transport Focus Wales Ltd – Parent Guarantee	Nigel Holden	Approval	✓
	3.2	Terms of reference	Jon Carter	Approval	✓

	4	<u>Updates from subsidiaries:</u>			
	4.1	Transport Focus Wales Limited	David Sidebottom	Information	✓
	4.2	Transport Focus Scotland Limited	David Sidebottom	Information	✓
	5	<u>To receive and endorse draft Version 2 minutes of meetings:</u>			
	5.1	Statistics Governance Group (June 2020)	Theo de Pencier	Endorse	✓
	5.2	Audit, Risk Assurance and Remuneration Committee (July 2020 verbal update)	Isabel Liu	Endorse	
	6	<u>For approval by the Board</u>			
	6.1	Project 101- Omnibus Travel Survey	Louise Coward	Approval	✓
	7	<u>For noting by the Board</u>			
		<i>Items previously approved out of meeting:</i>			
	7.1	BRD1920-005 - BPS Autumn 2019	David Sidebottom	Noting	✓
	7.2	BRD1920-006 - Strategic Roads User Survey 2020-2021	Guy Dangerfield	Noting	✓
	7.3	BRD1920-007 - M4 project	Guy Dangerfield	Noting	✓
12.50pm	8	<u>Private session</u>			
	8.1	Resolution to move into private session (webcast to be terminated once resolution is approved)	Jeff Halliwell	Approval	
	8.2	Passenger Contact Group V 2 minutes (June 2020)	William Powell	Discussion	
	8.3	Updates since PCG Meeting	David Sidebottom	Discussion	
	9	Any other business			
1pm	10	Close			

Board Meeting	Date	19/05/2020	Time	12.00-13.00	Venue	Video Conference
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Present			Executive in attendance			
Jeff Halliwell	Chair	JH	Anthony Smith	Chief Executive	AS	
Isabel Liu	Board member	IL	Nigel Holden	Corporate Services Director	NH	
Philip Mendelsohn	Board member for Scotland	PM	Jon Carter	Head of board and governance	JC	
Arthur Leathley	Board member for London	AL	Sara Nelson	Head of communications	SN	
Theo de Pencier	Board member	TdeP	Ian Wright	Head of innovation and partnerships	IW	
Rob Wilson	Board member	RW	Guy Dangerfield	Head of strategy	GD	
Kate Denham	Board member	KD	Louise Coward	Head of insight	LCd	
			Michelle Jackson	Manager, board and governance operations	MJ	
Apologies			Robert Samson	Senior stakeholder manager, Scotland	RS	
Cllr William Powell	Board member for Wales	WP	Michelle Roles	Stakeholder manager, Wales	MR	
Keith Richards	Board member	KR				

Approximately 320 members of the public logged into the stream for part of its duration.

Time	Item	Subject
A Public Affairs		
12.00	1	Chair's opening remarks; apologies and introductions
		<p>The Chair welcomed everyone to Transport Focus's Board meeting in public, which was being streamed live through Twitter. We hoped to return to holding meetings around the country, as well as streaming them, so we can directly see and hear what is happening as soon as possible. In the meantime, he hoped that as many people as possible would be able to join the Board in its streamed meetings.</p> <p>JH paid tribute to all those transport workers who have, day in and day out, literally kept the country moving, both freight and key/essential workers. Some have paid a very high price for this work, and our thoughts go out to those who have suffered. It has become clear that transport has finally been revealed as an essential service in itself.</p>

		<p>Transport Focus's CORVID-19-related work initially concentrated on the quality of information about revised services and refunds, the usefulness of revised timetables for key workers and ticket refund arrangements. We secured improvements on behalf of transport users in all those areas including information about motorway service areas. We have now turned our attention to the increasing number of people starting to need to travel again: what are their perceptions? what are their concerns? what are their experiences? All this new work is evidence led, consumer focused and aims to be useful to those making decisions about transport services in the next few weeks.</p>
	2	<p>Transport Focus response to COVID-19</p>
		<p>LC provided an overview of Transport Focus's response to the pandemic. This covered three key areas:</p> <p><i>Weekly Omnibus</i> This had started on 1 May with fieldwork over every weekend. Data was provided by Monday lunchtime; reports were published on Thursday each week. It covered journey experience on all modes and attitudes to future behaviour and transport use. Both tracking measures and verbatim comments captured. It had been very positively received so far and will become more useful as time series develops in context of external events</p> <p><i>Transport User panel</i> Our panel had been used for season ticket refunds so far, but was available for testing any ideas – for example to follow up on themes coming out of Omnibus or other sources to obtain results quickly.</p> <p>LC noted that some interesting differences were emerging in attitudes between men and women, by age, disability, ethnic background and London / non London, whether have car access and whether used public transport before lockdown. This analysis will be included in this coming week's release.</p> <p><i>Qualitative work</i> 25 qualitative interviews with users of all modes across GB were now in the pipeline. These would be used to find out how users feel about return to normal life and transport use, to test ideas feeding into our reassurance work, and to prepare the ground for the online communities</p> <p>In addition, the procurement for additional online communities was underway. A 2 to 3 week set up during June was anticipated, and exact composition was to be decided by end May. Early ideas included both season ticket commuters, travellers with special needs, and bus users.</p>

		<p>The Board welcomed this package of work, and made the following observations:</p> <ul style="list-style-type: none"> • As with any intensive surveying, we should be cautious of, and make provisions for, diminishing returns over its course • We should not be afraid of asking prompted questions to get at any important underlying concerns. • Learning points should be captured for the future <p>AS noted that the research is being widely distributed throughout the country and has welcomed by policy makers as they develop post-lockdown plans.</p>
	3	Project Future
		<p>IW provided an overview of Project Future, of which the insight work was the largest and most important component. Other workstreams included reassurance and intelligence. A campaign team had been established and was meeting at least once a week. The overall aim, as the Board had previously agreed, was to ensure Transport Focus remained the voice of the transport user as the nation recovers from the pandemic, removing barriers to travel and ensuring services meet users' needs. The Board approved the campaign, noting that a comprehensive brief was in development.</p>
	4	<u>Reports from subsidiaries:</u>
		<p>JH reminded the Board and those having joined the meeting online about the importance of our work in Wales and Scotland. For this reason, and to deal with the sub-optimal remit issue, subsidiary companies had been created. These provided a clear focus for our work and helped to lever in additional funding to support it.</p>
	4.1	Transport Focus Wales
		<p>LR provided an overview of recent activity within Wales. She was speaking on behalf of the senior stakeholder manager, David Beer, who was attending the first Transport for Wales Advisory Panel. MR talked in particular of the ongoing work in respect of new and cascaded rolling stock, information provision, route guaging, the provision of insight outputs to key stakeholders, and the work of the Wales Route Supervisory Board. Welsh language issues were of continuing importance and it was anticipated that these would be factored in to the new website project. Whilst recognising the need for a clear Welsh identity for our work in Wales, the Board cautioned against the weakening of the strong Transport Focus brand.</p> <p>The notes of the Transport Focus Wales business meeting held on 13 May 2020, along with the draft financial statements for the year ending March 2020, were noted by the Board.</p>

	4.2	Transport Focus Scotland
		<p>RS provided an overview of recent activity within Scotland. Much work had gone into supporting the development of the Scottish Government's National Transport Strategy. NRPS remained important in monitoring rail performance throughout Scotland. In addition, bus partnerships were in the development stage and this had required substantial collaboration with local authorities and bus operators. The Board noted the strong and ongoing relationship with Scottish Ministers.</p> <p>The notes of the Transport Focus Scotland business meeting held on 15 April 2020 were noted by the Board.</p>
	5	London TravelWatch update
		<p>AL noted good progress in the developing relationship between Transport Focus and London TravelWatch further to the recently concluded collaboration agreement. The greater sharing of insight, in particular, had been especially useful, as had been evidenced through the Omnibus surveys. These were being shared with the London Assembly's Transport Committee – the Chair of which he would be meeting soon. There was likely to be a clear focus on economic regeneration, not least as the temporary suspension of the congestion charge had just been lifted.</p>
	6	Other
		<p>GD provided an update on the strategic roads issues in England. Highways England had been using the period of lower traffic levels to ramp up its maintenance work. Dialogue with the operators of motorway service areas was ongoing to ensure the provision of information in respect of service levels was accessible and accurate.</p>

B Corporate affairs

	1	Interim Workplan April – September 2020
		The Board approved the interim workplan, developed in response to the COVID-19 pandemic, for the period April to September 2020. AS noted the situation was continuing to change and the workplan would need to be regularly updated.
	2	Board meeting minutes: March 2020
		The Board approved the minutes of the meeting held on 19 March 2020, by conference call.
	3	Committee meeting minutes:
	3.1	Audit, Risk Assurance and Remuneration Committee – 21 April 2020
	3.2	Statistics Governance Group – 17 March 2020
		The Board noted V2 of the minutes of the above meetings.
		There being no further business, the meeting concluded at 1256 hrs.

Signed as an accurate record of the meeting

Jeff Halliwell, Chair

Date

Board Meeting	Jul 20 BM	Meeting date	23 Sept 2020	Agenda item	B 03.1
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Purpose of submission	For decision / approval	Type of submission	Proposal
Report Title	Parent undertaking guarantee for the liabilities of Transport Focus Wales Limited as at 31 March 2020		
Sponsor	Nigel Holden		
Author(s)	Nigel Holden		

Summary
 Approval is required for a parent undertaking guarantee for the liabilities of Transport Focus Wales Limited as at 31 March 2020 so the subsidiary company can be exempted from an annual audit

Recommendations (if decision or approval required)
 Following endorsement by the Audit, Risk Assurance and Remuneration Committee at their meeting on 14 July 2020 the Transport Focus Board are asked to consider, and if appropriate approve:

1. A parent undertaking guarantee for the liabilities of Transport Focus Wales Limited as at 31 March 2020 under section 479C of the Companies Act so the subsidiary can be exempt from an annual audit.

To implement this guarantee the Board is asked to approve the following statement to be filed at Companies House:

‘Transport Focus (the operating name of the Passengers’ Council which is an executive non-departmental public body constituted under the Railways Act 2005) guarantees Transport Focus Wales Limited (company number 11439946) under section 479C of the Companies Act in respect of the financial year ended 31 March 2020. This statement is dated 23 September 2020’

2. That Transport Focus, as the sole member of Transport Focus Wales Limited, agree to the exemption from audit for Transport Focus Wales Limited under Section 479A of the Companies Act in respect of the financial year ended 31 March 2020.

Further details
 Transport Focus Wales Limited (TFWL) is a company limited by guarantee having no share capital and Transport Focus is the sole member so will contribute a maximum £1 in the case of the company being wound up.

Companies Act provisions

Under the [Companies Act \(Section 479A\)](#) a subsidiary company can be exempt from the requirement to have an annual audit if the parent undertaking provides a guarantee (Section 479C) and the members of subsidiary company agree to the exemption from audit in respect of the financial year in question

The parent undertaking guarantee under Section 479C only applies only to the year in question so needs to be provided each year and needs to be disclosed in the consolidated accounts and filed at Companies House before the subsidiary accounts are filed.

Transport Focus Wales Limited

The accounts for Transport Focus Wales Limited include provision for annual audit costs of £12,000 so if the company is exempt from an annual audit this would allow these funds to be reallocated to transport user representation activities in Wales.

Should the parent undertaking provide the guarantee the members of TFWL would also need to agree the exemption for the financial year in question and note the exemption in the subsidiary accounts.

Department for Transport

Under the section 479C guarantee Transport Focus could be responsible for the liabilities of Transport Focus Wales Limited so the Department for Transport (DfT), as sponsor, have been asked whether they would be content for the guarantee to be put in place. On [2 June 2020 DfT confirmed they were content](#) for Transport Focus to provide a guarantee to the subsidiary companies Transport Focus Wales Limited (trading at 31 March 2020) and Transport Focus Scotland Limited (dormant at 31 March 2020) with a reminder of the Companies Act requirements.

National Audit Office

The National Audit Office, as auditors for Transport Focus and the Department for Transport, are content with the proposal to provide the parent undertaking guarantee so TFWL can be exempt from an annual audit as long as the Companies Act requirements are met.

Financial Risk

The parent undertaking guarantee from Transport Focus under Section 479C has the effect that:

- a) Transport Focus guarantees all outstanding liabilities to which Transport Focus Wales Limited is subject at the end of the financial year to which the guarantee relates, until they are satisfied in full, and
- b) the guarantee is enforceable against Transport Focus by any person to whom Transport Focus Wales Limited is liable in respect of those liabilities.

Annex 1 includes the summary accounts for Transport Focus Wales Limited as at 31 March 2020 and the total liabilities were £102,691 and total assets were £113,610. After the year end all the amount owed by the debtors have been received. TFWL has no long-term agreements in place and the company is not aware of any claims against TFWL which may give rise to a liability at 31 March 2020. There is also insurance cover in place for the activities of Transport Focus Wales Limited.

Background information (if available)	Link

Implications – financial / risk / legal / resourcing

**TRANSPORT FOCUS WALES LIMITED
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2020**

	Actual		Budget	
	£	£	£	£
Income		73,725		73,325
Expenditure				
Staff costs and board recharges	49,888		50,321	
Travel and subsistence	3,728		2,919	
Training and development	-		581	
Recruitment fees	479		-	
Press cuttings and other media services	-		875	
Office, printing, postage and stationery	29		2,000	
Telephone	136		196	
Rent	1,750		2,331	
Meeting room hire	-		294	
IT equipment, support and software licences	3,664		3,654	
Professional fees, insurance and bank charges	571		3,850	
Audit and accountancy	-		4,256	
Total expenditure		60,245		71,277
Net operating surplus		13,480		2,048
Corporation tax provision		2,561		369
Retained surplus		10,919		1,679

Notes

- 1 The company began trading on 1 September 2020 so the reported results are for a seven month period. The above figures will be used for the statutory accounts for the year to 31 March 2020.
- 2 Income is in line with forecasts and non pay costs have been lower than anticipated particularly on professional fees and audit and accountancy fees in light of the exemption from audit highlighted below.
Following agreement by the Department for Transport that Transport Focus can provide a parent undertaking guarantee to Transport Focus Wales Limited an audit fee provision of £12,000 has been removed because Transport Focus Wales Limited can exercise an exemption from a separate annual audit.

TRANSPORT FOCUS WALES LIMITED
BALANCE SHEET AS AT 31 MARCH 2020

	Actual £	Forecast £
Current assets		
Cash at bank	46,050	-
Debtors	<u>67,560</u>	<u>82,588</u>
	<u>113,610</u>	<u>82,588</u>
 Liabilities falling due in less than 12 months		
Amounts owed to Transport Focus	60,244	5,099
Creditors and accruals	-	8,307
Bank overdraft	-	5,081
Deferred income	20,950	54,106
VAT payable	18,936	7,947
Corporation tax payable	<u>2,561</u>	<u>369</u>
	<u>102,691</u>	<u>80,909</u>
 Net assets	 <u>10,919</u>	 <u>1,679</u>
 Reserves		
Retained surplus	 <u>10,919</u>	 <u>1,679</u>

Notes

- 1 The timing of receipts from sales, lower costs, later than anticipated payment to Transport Focus, together with deferral of VAT payments under the Covid-19 relaxations have resulted in the higher than forecast bank balance at the year end
The outstanding sales invoice has been paid after the year end, and costs paid to Transport Focus.

Board Meeting	Jul 20 BM	Meeting date	21/074/20	Agenda item	B 03.2
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Purpose of submission	For decision / approval	Type of submission	Report
Report Title	Corporate Governance – terms of reference of Board Committees		
Sponsor	Jon Carter		
Author(s)	Jon Carter		

Summary

This note (hopefully!) brings to a conclusion discussions over the last few months with respect to (a) corporate governance issues as they relate to subsidiary undertakings; and (b) the proposed campaigns steering group.

Recommendations (if decision or approval required)

The Board is asked to **approve** the terms of reference for:

- (a) the Group Audit, Risk Assurance and Remuneration Committee
- (b) the Campaigns Steering Group

Further details

The Board discussed and agreed the arrangements for NED appointments to subsidiary boards at its meeting in February 2020. These arrangements have now been incorporated into the ARARC terms of reference. Since then, a wider review of governance arrangements for subsidiary undertakings has taken place, and further amendments have therefore been made to the terms of reference. This review has resulted in a proposed change to the name of the committee to the **Group Audit, Risk Assurance and Remuneration Committee** – hence GARARC – which the Board is now also invited to agree. These updated terms of reference were discussed and provisionally agreed by ARARC on 14 July 2020.

The Board also discussed and agreed in principle to the creation, and terms of reference, of a new Campaigns Steering Group, being one of the several recommendations from the recent campaigns audit. The Board will recall that given future campaigns are likely to involve the London area, it was sensible that this Group should include a representative Board member of London TravelWatch. The Chairs of both organisations have now reached agreement in this respect; and the terms of reference have now been further reviewed and comments taken into account.

Background information (if available)	Link / attached as
(a) terms of reference of GARARC	Attached as B 03.2a
(b) terms of reference of Campaigns Steering Group	Attached as B 03.2b

Implications – financial / risk / legal / resourcing
The implications of the creation of the Campaigns Steering Group as previously brought to the Board’s attention remain extant.

Equalities Impact Assessment screen
 Sometimes, an equalities impact assessment (EIA) is required. To help decide whether a full EIA is required, a screen must be undertaken. Please choose the correct impact value and, if **major**, link it to an explanation below.

Gender	Age	Sexual orient’n	Disability	Marital status	Political belief	Religious belief	Racial group
1. What is the likely impact on equality of opportunity for those affected by this policy, for each of the Section 75 equality categories?							
Minor	Minor	Minor	Minor	None	None	None	Minor
2. Are there opportunities to better promote equality of opportunity for people within the Section 75 equalities categories?							
Minor	Minor	None	Minor	None	None	None	Minor
3. To what extent is the policy likely to impact on good relations between people of different religious belief, political opinion or racial group?							
					None	None	None
4. Are there opportunities to better promote good relations between people of different religious belief, political opinion or racial group?							
					Minor	None	Minor

Conclusion

Based on the information above, and having regard to the detailed guidance, the sponsor and author of this paper agree that in respect of a full equalities impact assessment (EIA):
A full EIA is not required

CP 2.3 Group Audit, Risk Assurance & Remuneration Committee - Terms of Reference

1. Purpose

- 1.1. The Group Audit, Risk Assurance and Remuneration Committee (hereinafter GARARC) is a committee of the Transport Focus Board and reports to it after each meeting.
- 1.2. GARARC supports Transport Focus on all matters relating to corporate governance, risk, financial management and control and and significant HR matters and oversees the process of internal and external audit (including the Statement on Governance). This entails providing advice, guidance and support to the Chief Executive in discharging the role of Accounting Officer.
- 1.3. GARARC is authorised by the Board to investigate any activities within its Terms of Reference (ToR), including the authority to seek any assistance, or information it requires, or attendance, from employees.

2. Primary responsibilities

- 2.1. To promote the highest standards of propriety and probity in the use of public funds and encourage proper accountability for use of those funds
- 2.2. To provide advice, support and guidance to the Chief Executive and Accounting Officer in discharging his duties through, *inter alia*, the production of an annual forward plan;
- 2.3. To select internal auditors, agree an internal audit plan and monitor the delivery of actions on outcomes;
- 2.4. To review findings of external audit and ensure compliance with agreed actions;
- 2.5. To review the statement on governance and compliance with Board delegations;
- 2.6. To review matters of corporate governance, including all corporate policies and procedures, prior to submission to the Board for formal approval, if appropriate;
- 2.7. To review quarterly outturns against budget and advise the Board on any implications;
- 2.8. To review (and if appropriate to comment on) the statement on governance (before signature by the Accounting Officer) and review and, if satisfied, recommend the adoption of the Annual Report and Accounts to the Board;
- 2.9. To review annually the accounting policies adopted by Transport Focus and approve any significant changes to accounting policies or internal controls, including those relating to subsidiary undertakings.**

3. Tasks and Duties in respect of corporate governance

- 3.1. To determine the annual Internal Audit plan and consider Internal Audit reports to ensure cost effective performance and action on agreed recommendations;
- 3.2. To review the nature and scope of external audit, consider external audit reports and management letters (and management's response) and agree the external audit fee
- 3.3. To report to the Board annually summarising its conclusions from the work it has done during the year based on the template provided at Annex A. The Board may direct that any such report is included within the Transport Focus Annual Report.
- 3.4. Monitor compliance with the Management Statement and Financial Memorandum.
- 3.5. To advise and oversee risk management by:
 - Agreeing and recommending to the Board a risk management strategy and framework, including implementation and reporting.
 - Reviewing the risk register on a quarterly basis, including risk assessment and adequacy of controls in place to manage risks; and
 - Provide assurance to the Board in relation to risk management, through a biannual risk assurance report to the Board following the meeting at which it was discussed and agreed.
 - Discuss with individual management team members no less than annually the extent to which risks are being managed by the risk owners.
 - Provide assurance to the Board on the management of information risk through scrutiny of the work of the SIRO/DPO and Information Strategy Group.
- 3.6. To advise the Board on all financial matters affecting the achievement of the annual work plan.
- 3.7. To monitor the Record of Projects and satisfy itself that all necessary actions have been completed before projects are formally closed.
- 3.8. To approve the anti-fraud and whistle-blowing and related policies.
- 3.9. Ensure the continuing effectiveness of measures in place for effective corporate governance and regulatory compliance, such as corporate policies and procedures, including but not limited to the Membership Code, the Registers of Members Interests and Gifts and Hospitality, and expense claim, anti-fraud and whistle-blowing polices and including those measures relating to subsidiary undertakings.**

4. Tasks and Duties in respect of remuneration and related matters

4.1 Pay and Grading Policy & Terms of Employment

4.1.1 In respect of this section, the Committee shall have regard to the provisions of the Transport Focus/DfT framework agreement.

4.1.2 The Committee will discuss and agree:

4.1.3 An overall pay and grading structure for the employees including, but not limited to, the introduction and operation of any performance management regime, including but not limited to any proposed changes to the terms of conditions of employment of Transport Focus employees, including the scrutiny of management consultation with employees;

4.1.4 The Committee shall have delegated authority to agree, always subject to satisfactory budget provision and taking account of the appropriate guidance, the Annual pay review prior to the annual submission to the Department and HM Treasury.

4.1.5 The Committee will be kept informed of and consulted on occupational pension scheme arrangements and any proposed changes to these arrangements

4.2 Executive Pay

In respect of this section, the Committee shall have regard to:

- Overall market positioning of any remuneration package
- Individual base salaries and increases
- Annual and longer term bonuses or incentive arrangements and corresponding performance targets
- Pension arrangements

4.2.1 The Committee shall:

- a) Determine and agree proposals from the Chief Executive for the broad policy for the remuneration of executive level staff; for the avoidance of doubt, executive level staff are those employed at pay bands F and above and any other member of staff whose overall pay is at or above the minima of band F.

CP 2.3 Group Audit, Risk Assurance & Remuneration Committee - Terms of Reference

- b) Have delegated authority to set, on the basis of proposals from the Chief Executive, individual remuneration arrangements for executive level staff, and approve any proposals for subsequent changes to those arrangements.
- c) Recommend and monitor the level and structure of remuneration for executive level staff.
- d) consider and approve of proposals for the determination of the remuneration of the CEO initiated by the Chairman of Transport Focus, on behalf of the Board

4.3 Appointment of Non-Executive Directors to Susidiary Undertakings

4.3.1 The Committee shall provide a risk based review of proposed appointments to the board of subsidiary undertakaings as set out at annex B.

4.3.2 The Committee shall have delegated authority to amend the terms of any such appointment within an overall framework agreed by the Board.

5. Generally

The Committee shall:

- 5.1. Report to the Board after each meeting.
- 5.2. Periodically self-assess its own effectiveness and report to the Board; the committee shall furthermore review these terms of reference annually and seek the Board's endorsement of any changes thereto.

6. Meetings

- 6.1. GARARC will meet at least four times per year in January, April, July and October, shortly after the end of the financial quarter. Furthermore, the Chair may convene additional meetings as s/he considers necessary, and shall convene additional meetings when required so to do by the Board or Accounting Officer;
- 6.2 The provisions of sections 5 and 6 of the Transport Focus *Constitution General* shall have effect.
- 6.3 By resolution, the committee may ask any officer or invitee to withdraw to facilitate open and frank discussion of any particular matter.

CP 2.3 Group Audit, Risk Assurance & Remuneration Committee - Terms of Reference

7. Membership and related matters

7.1. Members of GARARC are nominated triennially by the Transport Focus Chairman with the endorsement of the Board. For 2020-21, the members are

Isabel Liu	Board Member (Chair)
Arthur Leathley	Board Member for London
Kate Denham	Board Member

The Transport Focus Chair may attend any meeting of the Committee.

7.2. The Chief Executive will attend GARARC in his role as Accounting Officer; the Corporate Services Director and Head of Board and Governance will also attend. The CEO team will provide lead support to the Committee.

7.3. The Internal Audit Manager of Government Internal Audit Agency and an Engagement Director, National Audit Office, are invited to attend all GARARC meetings, and shall have free and confidential access to the Chairman of the Committee between meetings and may request a meeting of the Committee without officers present at any time.

7.4 GARARC may co-opt additional members for a period of not more than three months to provide specialist skills, knowledge and experience and may, subject to the agreement of the Board, procure specialist ad-hoc advice at the expense of Transport Focus.

Document history

Version	Author	Comments	Approved by	Date
V1	Jon Carter	Original draft	Board, London	23 July 2005
V2	Jon Carter	General update	Board, Edinburgh	13 May 2008
V3	Jon Carter	Membership update and amends following annual report to Board	Board, Manchester	16 May 2011
V4	Jon Carter	Name and membership changes	Board, Edinburgh	12 September 2013
V5	Jon Carter	Tidying up and amends to 2.9, 3.7 & 3.8	Board, London	13 February 2014
V6	Michelle Calvert	Rebranding to Transport Focus	Board, London	11 March 2015
V7	Jon Carter	Incorporating new governance arrangements for 2017-18	Board, Birmingham	16 November 2016
V8	Jon Carter	Membership update only	Board, London	13 March 2018
V9	Jon Carter	Membership update only	Board, Manchester	20 November 2019
V10	Jon Carter	Provisions re NED appointments, and other issues, in respect of subsidiary undertakings, changed to GARARC	Board, London	18 February 2020 and 21 July 2020

CP 2.3 Group Audit, Risk Assurance & Remuneration Committee - Terms of Reference

Annex A

Annual Report to the Board

GARARC's annual report to the Board shall include:

- A summary of the role of the committee
- The names and qualifications of all members of the committee during the period
- The number of committee meetings
- A report on the way the committee has discharged its responsibilities
- An explanation of how auditor objectivity and independence is safeguarded.

Annex B

Process for the appointment of a non-executive director to a subsidiary undertaking

(1) For each appointment to a subsidiary board, two nominations should be sought from the appropriate minister or department of a devolved government. We should be clear at all times that any appointment will not be regarded as a 'public appointment' and that the Cabinet Office Governance Code will not apply.

(2) The nominations will be discussed by the subsidiary board, and either one or both passed to GARARC for review, with a recommendation if appropriate. GARARC will have regard to the suitability of any candidate based upon a career and experience summary and due diligence report prepared by the CEO team, ensuring there is no reputational risk to Transport Focus. Such consideration will take place during that part of an GARARC meeting in which it deals with nominations and staffing matters. It will report back to the subsidiary board on its conclusions as well as, via minutes, to the Transport Focus board.

(3) The subsidiary board (at a general meeting) will then formally ratify an appointment and the Chair (acting for and on behalf of Transport Focus as member and guarantor) shall have delegated authority to give it effect based on the terms agreed.

CP 2.9 Campaigns Steering Group Terms of Reference

1. Purpose

- 1.1 The primary purpose of the Group is to provide assurance to the Board that campaigns – as proposed by the management team, and as may be ultimately agreed by, the Board – are selected against sound criteria. This will mean that proposed campaigns are subject to the scrutiny and endorsement of the Group before they are sent to the Board for discussion and approval.
- 1.2 The Group shall also provide support, and challenge to, and oversight of, the work of Transport Focus as it relates to agreed campaigning work
- 1.3 The Group shall have such delegated authority to determine matters on the Board's behalf to the extent determined by the Board periodically and as set out in these terms of reference.

2. Tasks and duties

2.1 Campaign selection

2.1.1 Provide assurance to the Board that all campaigns are selected against the criteria it has agreed:

- An evidence base exists (through tracker survey results or other compelling evidence) that the issue is a concern to transport users.
- Transport Focus can make a difference for transport users through such a proposed campaign, which other organisations cannot (or are unlikely) to do.
- A proposed campaign represents good value for money in light of other competing pressures on staff time and financial resources, and opportunity cost in this respect has been fully considered.
- There is a clear, unequivocal proposed outcome for consumers / transport users.
- There is an acceptable level of reputational risk and / or a compelling level of upside risk / opportunity.
- A key stakeholder (DfT, SG, WG, GLA, HE, RDG, NR etc) has asked for, or is at least comfortable with, the proposed campaign.
- A proposed campaign is affordable in current and potentially future business years.

2.1.2 Report to the Board accordingly / as appropriate

2.2 Campaign management

2.2.1 Ensure tasks to achieve operational deadlines and milestones are formally assigned as responsibilities to teams or individuals

2.2.2 Review campaign workbooks and monitor progress against planned deliverables

2.2.3 Ensure SMART objectives, as set out at the beginning of all campaigns, and the campaign business case is kept under periodic review

CP 2.9 Campaigns Steering Group Terms of Reference

- 2.2.4 Provide oversight to the relationship between Transport Focus and London TravelWatch and their key stakeholders as campaigns develop in light of the feedback received
- 2.2.5 Monitor the upside and downside risks of each campaign (based on the register provided by the CEO team) and review the effectiveness of mitigation measures accordingly.

3 Meetings

3.1 The Group shall meet no less than every quarter, by conference / video call, as determined by the level of business.

4 Membership

4.1 Membership of the Group is as follows

- Rob Wilson (chair)
- Theo de Pencier
- Laura Osborne (London TravelWatch Board Member)

4.2 Meetings of the group will normally be attended by

- the Chief Executive
- the management team campaign leads
- the campaign teams co-ordinator
- the head of board and governance and / or members of his team, who will provide support to the Group

5 Proceedings

- 5.1 The provisions of Part 2 of the Transport Focus *Constitution General* shall have effect.
- 5.2 The Group shall be responsible to the Transport Focus Board and shall additionally report to and advise the Board of London TravelWatch

Document history

Version	Author	Comments	Approved by	Date
V1	Jon Carter	Original draft	Board	2020-05-19
V2	Jon Carter	Updated based on comments received	Board	2020-07-21

TRANSPORT FOCUS WALES LIMITED

Fleetbank House, Salisbury Square, London EC4Y 8JX
 Telephone 0300 123 0855

BUSINESS MEETING NOTES

Date: Wednesday 13 May 2020
 Location: VIDEO CONFERENCE CALL ONLY
 Time: 1030-1130
Classification: NOT PROTECTIVELY MARKED

Attended

Jeff Halliwell	JH	Director, Chair
David Sidebottom	DS	Director
Nigel Holden	NH	Director
Jon Carter	JC	Secretary
David Beer	DB	Senior Manager Wales, Transport Focus
Michelle Roles	MR	Stakeholder Manager Wales, Transport Focus
<u>Apologies</u>		
Cllr William Powell	WP	Director
Anthony Smith	AS	Chief Executive, Transport Focus
<u>Copy to</u>		
Louise Collins	LC	Senior Stakeholder Manager, Transport Focus
Michelle Jackson	MJ	Manager, board and governance operations

Item	Subject	Action ref (if any)
1	Chair's opening remarks JH welcomed everyone to the call and expressed the happiness of all that William is out of hospital and well on the road to recovery. William had contacted JH prior to the meeting with a goodwill message and JH had responded in kind.	
2	Notes from previous meeting. The notes of the meeting held by conference call on Monday 30 March 2020 were agreed. There were no outstanding actions from previous meetings.	

3 Reports

3.1 Operational report

MR introduced her report. Priorities had changed during lockdown, but monitoring work had been ramped up, especially with social media and websites. The need to, and to be seen to be, continuing to be useful remained a priority, especially with information provision. MR had produced a report with suggested changes – this is ongoing work, especially in respect of passenger experiences and expectations.

Route familiarisation work remains ongoing to the extent it is possible under current conditions. MR is continuing to work with Network Rail on trespassing issues.

Working with the Insight team is also ongoing in order to ensure our research work hits the right audiences.

Planned meetings with BTP had to be postponed, but contact is being maintained and all relevant Transport Focus material is being forwarded to them to support their planning processes. Agreement has been made to pick up face-to-face meetings as soon as is practicable. Both BTP and BTPA have responded positively to being kept informed of our work.

During this period extensive support has been provided to the 10am coronavirus external relations call.

MR set out her updated priorities over the coming months.

3.2 Strategic issues report

DB introduced his report. He updated on recent meetings of the Wales and Borders RSB. In March, TfW Rail reported that focus on the passenger priority of punctuality is having an effect, with 43% improvement on right time (23% improvement in Valleys). In April, it was confirmed that the May timetable changes were to be put back to December. On-time performance recorded its highest period, with several days at 100%. NRPS improvements showed that joined up working is also having an impact, but more work is needed on passenger information during disruption. DB had presented our Coronavirus research including anxieties about travelling again.

New rolling stock remained an issue both in terms of production and in respect of testing and gauging. The Castlefield corridor in the north (very congested) will also affect the delivery of the new timetable. Much engagement has taken place on this matter, as well as how the current situation will affect cascaded stock. The impact on the December timetable is still not clear – in particular the Pacers, which should have been withdrawn by now. DB had pressed for action / clarity on this.

DB had planned to meet with Simon Jones and James Price on 09 April, but this had been postponed again, but the meeting needs to happen as soon as possible. We are still making sure we are useful, especially with research reports which have been well received. DB will ensure appropriate reports also get to the Minister, which will further help develop our relationship and remit.

The TFW Advisory Panel was due to meet in March, this was also postponed. Transport Focus has a seat on this new, important panel, and it will meet again in May. Public transport in Wales post lockdown is likely to be top of the agenda.

4 Other issues

4.1 Future engagement / issues:

The meeting discussed research and engagement issues, including making the most of our new Omnibus product alongside other work priorities, and related Welsh language challenges / opportunities. A key point was what are we doing that can be more Welsh specific.

DS and DB had discussed these issues at length. By way of context, there had been one or two instances where further help had been offered but not taken up. It is still not clear why – this goes to heart of why TFW had been created in the first place. There may be a need to be clearer on what we can do, and how.

The meeting discussed and agreed three areas where further work was required:

(a) The Omnibus survey. This is proving useful but probably only around 100 / 2000 respondents are in Wales. The possibility and cost of boosting the survey is to be identified.

(b) A new website for Wales. Lee Rowbotham is leading on the spec for the new Transport Focus website and it is envisaged that our

TWF 2021-001
DS (May 20)

work in Wales will have a separate identity, with a clear focus on 'what can we do for you' – in Welsh and English. Emerging aspects of the project will be shared with the TFW board in due course.

TWF 2021-002
DB (Jun 20)

(c) A Welsh online community. Developing the online panel in Wales appears to be a sensible approach, given the emerging longer-term consequences of the pandemic. There are currently about 430 panel members from Wales, but most were recruited via the NRPS and it appears Welsh speakers, in particular, are limited in numbers. Welsh recruitment to the panel or a variant of it therefore requires further thought, especially in terms of North Wales.

Wider bus research, with recontact capability, would be helpful. DS noted that there may be helpful learning from the approach taken by Northern recently. DB noted the approach taken needs to be as representative as possible. A discussion paper would be developed.

TWF 2021-003
DB (Jun 20)

It was noted that all the above will require access to rapid translation, so reports and all engagement can be turned around much more quickly.

5 Management accounts year to date

NH introduced the management accounts for the year ending March 2020, which form the basis of the annual accounts. Expenditure had been slightly lower than forecast, although a provision had been made for NAO audit pending DfT agreement to Transport Focus issuing a parent guarantee; if this was agreed, year-end audit fees would be significantly reduced. ARARC had discussed this issue and was clear it was not a problem. Once the audit situation was resolved, there could be a decent slug of funds available to be used on raising engagement levels within Wales.

Budget 2020-21

NH also presented the budget for 2020-21, and clarified the two funding streams from TfW and Network Rail. The payments were contracted for the entirety of the new business year. Cost reflect those currently known. The company remains solvent and a going concern. JH noted cashflow became less than ideal towards the end of the year, but NH had no concerns in this respect, and the data could potentially be reprofiled. Additional activities need to be considered as they affected our remit, and jointly funded work factored in.

JC reminded the meeting that the annual accounts made up to **31 March 2020** are due for filing by **31 December 2020 (NH)** The next Confirmation statement date is 28 June 2020 and is due by 12 July 2020 (**JC**)

6 Any other business

The meeting agreed that given the unlikelihood of a full Board meeting being held in Wales, a video based meeting would be a sensible plan. Participation may be much higher on a remote / virtual platform, given the geographical challenges. We would need to be agile with respect to dates, timings and speakers. DB would give this some further thought.

TFW 2021-004
DB (Jul 20)

There being no other business, the meeting concluded at 1125 hrs

Date of next meeting: **Wednesday 15 July 2020 1000-1100 by video conference call only.**



TRANSPORT FOCUS SCOTLAND LIMITED

Fleetbank House, Salisbury Square, London EC4Y 8JX

Telephone 0300 123 0855

BUSINESS MEETING NOTES

Date: Wednesday 17 June 2020
Location: Video call Only
Time: 1030
Classification: NOT PROTECTIVELY MARKED

Attending

Philip Mendelsohn	PM	Director
Jon Carter	JC	Secretary
David Sidebottom	DS	Director
Nigel Holden	NH	Director
Robert Samson	RS	Senior Manager Scotland, Transport Focus
<u>Apologies</u>		
Jeff Halliwell	JH	Director, Chair
Anthony Smith	AS	Chief Executive, Transport Focus
<u>Copy to</u>		
Michelle Jackson	MJ	Management Assistant to CEO and Chair

Item	Subject	Action reference (if any)
1	Chair's opening remarks PM welcomed everyone to the call and noted apologies as above	
2	Notes from previous meeting (Wednesday 15 April 2020) The notes from the meeting held on Wednesday 15 April 2020 were agreed.	
3	<u>Outstanding actions not covered below:</u> <u>Board webinar Scotland September 2020</u> It was agreed that November would be a better month to hold such an event. JC would circulate the date and update the forward plan.	TFS 2021-016 JC (Jul 20)

4 Updates

4.1 Business update:

(a) Evidence to RECC, Scottish Parliament on transport implications during Covid-19

RS noted that the Omnibus evidence has proved really worthwhile in Scotland. Transport Focus was the only consumer organisation invited to contribute to the RECC, which had held a very good session.

(b) Rail Recovery Task Force

RS presented to the Task Force on 05 June. Omnibus survey again useful. It was particularly useful in respect of the stations that ScotRail manages.

(c) Advice to Cabinet Secretary on Face Coverings

RS had provided a briefing note last week. Also discussed with Transport Scotland moving from phase 1 to phase 2 of post-lockdown. Face coverings will then be made mandatory on public transport. TS had invited Transport Focus to support this policy. Omnibus survey evidence supports this approach. DS noted that in England, there has been some pushback from operators and a balance may need to be struck between choice vs mandatory. DS and RS would discuss this further.

(d) Positive Engagement with stakeholders (omnibus insight, reassurance checks)

RS had been in regular contact with Stagecoach and First. Both had asked to be added to the Omnibus circulation list. DS noted that Transport Focus appears to be only show in town as far as a coherent evidence base is concerned. Research being conducted by Transport Scotland has a smaller sample size, run by their own in-house team.

(e) Consultation on Transport Transition Plan

RE (with MH and DS) have commented on the transport issues within the Scottish Government's end of lockdown transition plan. Our policy is to be useful and helpful, which is appreciated, and will have longer term benefits for a wider remit via TFS. Now is not the time to revisit our note to the Minister – it 'feels' like towards the end of the year would be more appropriate. DS noted that even DfT are now asking for our help – we must be aware of the pressures on government in general, and public finances, specifically.

4.2 Scotland board member's update (if any)

PM noted that other than contributing to papers that had been circulated to the Board, there was nothing else to update on this time. He also noted this would be his last TFS meeting and wished the team well in its future endeavours. Colleagues thanked Philip for his huge contribution to Transport Focus over the years.

4.3 Scottish Board Member recruitment update

JC updated the meeting on progress with Scottish Board member recruitment, interviews having been held the previous week, and hoped that a decision and announcement would be made soon.

JC also noted that the Omnibus survey and NRPS had come up repeatedly in the interviews, as had NRTS. RS would provide an update on this and the associated projects review in due course. Transport Focus remained well placed to help with the delivery plan and the projects review, with an emphasis on passenger benefits – punctuality, reliability, accessibility etc, and not to judge one project against another, especially as the current budget situation is unclear

TFS 2020-017
RS (Jul 20)

5 Other business

RS noted that he had an upcoming meeting with Transport Scotland in respect of the next wave NRPS publication at the end of June. DS noted that the survey results will be heavily caveated given the current situation.

There being no other business, the meeting concluded at 1108 hrs.

Date of next meeting: **Wednesday 09 September 1000-1130**

Statistics Governance Group	Date	23/06/2020	Time	13.30-15.30	Venue	Video Call
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Attended

Theo de Pencier	TdP	Board member, chair
Philip Mendelsohn	PM	Board member for Scotland
Rob Wilson	RW	Board member
Anthony Smith	AS	Chief executive
Jon Carter	JC	Head of board and governance

Louise Coward	LC	Head of insight
David Greeno	DG	Senior insight advisor
Murray Leader	ML	Senior insight advisor
Michelle Jackson	MJ	Manager, board and governance
Robert Pain	RP	Senior insight advisor

Time	Item	Subject
A Standing items		
1330	1	Chair's opening remarks; apologies and introductions
		The chair welcomed everyone to the meeting, which will continue to be held by conference call in response to the Government's advice concerning the COVID-19 crisis. TdP requested extra care be taken when creating and submitting papers.
	2	Minutes from previous meeting: 17 March 2020
		The minutes from the meeting held on 17 March 2020 were agreed and the chair was authorised to sign them.
	3	Action matrix
		1920-151 (BPS online completion) – information to be provided hopefully by next meeting, agency workers providing the information are currently on furlough. 1920-152 (WordNerds) – an update on how WordNerds has been used will be shared with the Group on a regular basis.
B National Rail Passenger Survey (NRPS)		
	1	Autumn 2019 / Spring 2020 update
		DG gave an update on progress with the Spring 2020 NRPS as we approached publication day on the 2 nd July 2020. Although fieldwork had to stop earlier than planned, we had achieved 75% of the fieldwork target nationally. A Quality Assurance Report by leading statistician Dave Chilvers has been produced, which will provide an evaluation of the statistical issues arising due to the exceptional circumstances, and a record of processes used and outcomes derived which can set the NRPS Spring 2020 Wave in its proper context. It will be published alongside the main report. DG confirmed that all NRPS derivatives are also currently suspended. The NRPS industry day is also currently on hold. The TSUG (Transport Statistics Users Group) asked us to do a seminar to one of their monthly meetings on our Insight/research work. This was to cover the NRPS, BPS, SRUS and our other research. This was planned for April 2020 but will now be held on a date sometime in the future.

2	Office of Statistics Regulation Action Plan review DG gave an update on where we were in terms of addressing the actions for Transport Focus arising from the requirements contained in the NRPS National Statistics assessment report published by the Office of Statistics Regulation in January this year. It was noted that some recommendations have not been able to be implemented due to the effects of the COVID-19 crisis, but that progress had been good in others. PM had concerns in respect of individual recommendations 4 (NRPS limitations) 9 (administrative data) and 11-13 (pre-release) – LC confirmed in each case the Insight team were on the case. AS cautioned about the need to balance the effort between ‘fixing’ the NRPS through this review, and potentially doing something completely different. The Group agreed we needed a plan with options and the capacity to flex them as necessary.
3	Autumn 2020 planning in light of Covid 19 – and beyond The Group welcomed the paper from DG on planning for autumn 2020 and beyond. Upcoming key meetings were discussed, which will hopefully provide Transport Focus with more guidance on the evolving situation regarding tracker surveys in general, and NRPS in particular.
C Bus Passenger Survey (BPS)	
1	General 2019 survey update RP gave an update on the results for the 2019 survey which were published in March, but without any Comms ‘push’ due to the situation with Coronavirus and the recently introduced lockdown. The planned launch event at Aston Villa football ground, which was postponed until September (and is still subject to review in light of the evolving government advice), was discussed. The usual ‘roadshow’ of sharing the results with stakeholders was turned into a virtual one, with positive feedback being given from those operators who have had their results presented to them. We have been flexible in our approach to these meetings, taking guidance from each of the people we have contacted with regards to when it will be best to go through their survey results with them (if at all). In preparation for these sessions, well over 100 PowerPoint reports have been produced. Stakeholders varied in their approach to these sessions. As part of the key driver analysis this time, we removed one statement from the factor analysis stage as this was distorting the factor solutions and not sitting in any logical group of questions. This will be covered in the technical report.
2	BPS planning in light of Covid 19 RP updated the Group that in light of the ongoing Covid-19 crisis; currently it is not considered likely that it will be possible to conduct a regular BPS in the autumn of 2020. The trial of a ‘push to web’ approach (discussed at item H1) may give us an alternative methodology for gathering the experiences of bus passengers. RP noted his intention is to bring together key industry representatives soon to discuss the plan with them and to get their thoughts, before we make our plans more widely known. The future funding of the BPS and how this will be effected by the decisions being made in the next few months was also dicussed. Approaches for funding are normally made in June and July of each year, and this year, given the bus industry is in crisis, this is unlikely to be possible. Transport Focus’s resources are also not unlimited.

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D Tram Passenger Survey (TPS)		
1	General 2019 survey update	
	<p>RP noted that Wave 7 of the Tram Passenger Survey (TPS) is now complete, following publication on 11th June, although at the time of writing, results have yet to be uploaded on to the Data Hub. Only two networks took part this wave. DfT has included some of the TPS data in its upcoming light rail report, with comparisons being made with other networks results from the previous year.</p> <p>The future of TPS was discussed along with potential funding options. The draft technical reports had recently become available - TdeP noted the Sheffield report was very comprehensive. As for the future, LC had thought we would no longer be running the survey this year – we had made it work for TfGM – and were likely to do so again if they are prepared to pay, but we needed to factor in push to web. RP noted that all networks (apart from Blackpool) are currently in government support so now is a difficult time to seek funding.</p>	
E Strategic Road Users Survey (SRUS)		
1	General 2019 - 2020 survey update	
	<p>ML updated the Group on the current status of SRUS, fieldwork for which it was agreed to halt at the previous SGG meeting as a direct result of the COVID-19 crisis. We had been in constant contact with DfT, HE and ORR about the early closure of SRUS for the 2019-2020 year (and indeed the current survey year). ML plans to publish the results for the 2019-2020 survey year in July. The move from using one agency to another, and the potential risks and opportunities this may present, was discussed. It was noted that there had not yet been any response from DVLA in respect of our request to collaborate more closely on access to driver / vehicle information.</p>	
2	2020-21 situation in light of Covid 19	
	<p>In late March, after the suspension of fieldwork, the team had looked at alternatives and the most promising was 'push to web'. The results from the 'push to web' pilot (discussed below) will ultimately help shape potential future options for this survey.</p>	
F Motorway Services User Survey		
1	Motorway Service Users Survey update	
	<p>ML updated the group that MSUS fieldwork was stopped due to Covid-19 in mid-March. Around two thirds of the shifts were completed, however interviews per shift up to termination were above target. There is a lack of certainty about whether face to face fieldwork will resume for February next year, and certainly at the point where we would have to tender this project with agencies. We have decided to defer the approach for wave 5 until more is known, with the project team to review this again formally in September.</p> <p>MSA operators have received detailed results as planned and these results will still be useful. We will publish a slide deck of the overall results with appropriate caveats on our website and will populate the data hub. We expect to issue a press notice highlighting key results and explaining the impact of Covid-19 on the survey. PM noted the importance of MSA operators getting their data, but do we need better</p>	

	reassurance that they wont publish it themselves? The Group agreed that this was a risk, but there is little we can do if they want to use the results – they paid for them.
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G Logistics and Coach Manager Survey

1 Logistics and Coach Manager Survey update

ML gave a summary of two key aspects of the Logistics and Coach Manager Survey 'wave zero' prior to the start of RIS2 (Road Improvement Strategy 2) - Wave zero was good proof of methodology, and restricting to weekly use of SRN was not in fact limiting. In addition, the map was good, and the updates to the questionnaire were good (completion rates for each question were high). A full presentation deck of results will be available shortly and will be issued to the Group.

H Any other business

1 Push to web multimodal pilot

One of the challenges posed by the Group has been to evaluate alternative research methodologies for our customer experience tracker surveys given the increasing costs and falling response rates that our existing approaches have experienced. There is also a general desire to produce results quicker, if not in real time. The restrictions imposed as a result of the Covid-19 pandemic mean that our existing approaches, all involving an element of face-to-face interaction with members of the public, have had to be suspended, thereby leading to reduced sample sizes and breaks in the data on our continuous surveys. However, this provides us with the ideal opportunity to test an alternative approach. A 'push to web' trial, informed through the advice of behavioural science, among other sources, had therefore been developed.

If the trial proves successful, we will be one step closer to having an alternative approach that we can use to gather transport user feedback. If not successful, then we will have the evidence to show that we have tried an alternative approach. However, there is a risk it may be neither one thing or the other. RP noted that the success criteria for evaluation is as good as we can make it, notwithstanding the current travel situation. LC further noted that the project is heavy on professional advice and our agency partners have good experience of the method with other clients, so has the best chance of success; the key issue for testing in this pilot is what happens when the mailing seeking participation drops through the letterbox, and what the reaction is - whether it is considered too boring or too intrusive, for example. If the mailing prompts a good response (a good proportion people open the online survey) then other experiments or applications of the technique become possible. A further issue was whether the current conditions provide a false level of response to the survey and that, as time progresses, the response levels will fall. An update will be provided at the next meeting.

2 Datahub update

RP provided an update on the latest position with regard to the content on the data hub and usage levels. We have seen a general decrease in the use of the Data hub, mostly via the public access route. This is not surprising, seen in the context of the nation's focus on the Coronavirus pandemic during this period, alongside which we have reduced our Comms output. The launch of the Covid-19 Travel

		Survey results on the Data hub in late June may well lead to an increase in activity, which we will report on next time. In the meantime, AS had had very positive feedback on the ease of use, and content, of the data hub.
	3	Resumption of fieldwork
		The Group felt they were well updated on the circumstances of the main tracker surveys. However, the future of our fieldwork and appropriate alternatives still need to be thoroughly scoped and kept under review.
	4	This meeting is PM's final SGG meeting as he is coming to the end of his term as Board member for Scotland. TdP expressed his thanks and appreciation for PM's formidable contribution to the innovation and governance of our work throughout his time with Transport Focus. The Group wished PM well for the future.
15		Close
		The meeting concluded at 1534 hrs

Signed an accurate record of the meeting

Theo de Pencier

Chair

Date

Member's Event	Jul 20 ME	Meeting date	21/07/2020	Agenda item	B 6.1
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Purpose of submission	For discussion	Type of submission	Report
Report Title	Omnibus Travel Survey		
Sponsor	Louise Coward		
Author(s)	Toby Cotton		

Summary
<p>A submission is presented to the board in respect of the continuation of the COVID-19 Omnibus Travel Survey.</p> <p>The initial set-up of the project covered the first stages of 'lockdown' and was completed at a time when it was unclear for how long the issues would need to be tracked. Now it is clear that further research of the time initially undertaken is required to measure the continuing issues. For this reason we sought to extend the project, which in turn brought on the need for additional budget.</p> <p>Due to timing constraints the Chair was asked to consider approving the additional expenditure on the Board's behalf. Evidence of this approval can be found in the project workbook. We now bring this information to the full Board for further discussion and ratification of the Chair's approval.</p>

Further details	
<p>The weekly Omnibus, that we publish on a weekly basis, tracks people's use of different transport modes at this time and track people's attitudes related to making journeys at the moment. It has become a report which is keenly anticipated by stakeholders, and it has been used extensively in conversations that we have been having with central government and various transport operators.</p> <p>While the presence of coronavirus and restrictions being placed on people's usual activities continues, the survey continues to be relevant and of interest.</p>	
Background information (if available)	Link
Previous weekly reports are available on our website	https://www.transportfocus.org.uk/research-publications/publications/travel-during-covid-19-survey-week-10/

If sensitive, protective marking NOT PROTECTIVELY MARKED

Implications – financial / risk / legal / resourcing

The continuation of the project requires approval of funds to be made available. The Omnibus is resourced internally and we expect this to continue.

An EIA screen has already been completed through a project workbook

PROJECT TITLE
PROJECT SPONSOR
PROJECT MANAGER
STAKEHOLDER MANAGER
COMMS LEAD CONTACT
SENSITIVE?
WORKPLAN CAMPAIGN
WORKPLAN THEME
FUNDING CATEGORY
DEPARTMENT / BUDGET
PROJECT CODE

Omnibus Travel Surveys
Louise Coward
Toby Cotton
N/A
Sara Nelson
No: the project details / outcomes are publicly disclosable
Not directly linked to a campaign [must do]
Theme 1: On time! - focussing attention on the smooth running of transport networks, including during planned and unplanned disruption
B Dft CORE BUDGET CHOOSE TO DO
Insight
101



PROJECT BRIEF FOR APPROVAL

GUIDANCE IS IN GREY

PROJECT INFORMATION

The Management Team have indicated a need for us to undertake some continuous monitoring of people's experience of making journeys at this time, and their expectations and attitudes around making journeys in the future. The research would concern journeys across all modes. It has been suggested that the best way for us to do this and to generate robust and generalisable data is through a series of omnibus surveys. These surveys would run each week using similar questions for the next three months, and potentially be expanded for longer if need be.

There would be strategic reasons for undertaking this work which would reflect our position of collecting the views and requirements of transport users and indicating these back to the industry and the Government. Thereby allowing these organisations to plan and work in the interest of transport users.

MEASURABLE OUTCOMES OF THE PROJECT: Please list the top three ONLY. These will be used to assess project performance

B1	To generate results which represent the experiences of those making journeys at the time the survey is undertaken so that any issues can be flagged to those managing transport networks rapidly.
B2	To generate results which indicate the expectations and attitudes of those who are likely to be making journeys in the future, so that transport operators can plan for this eventuality.
B3	To provide results which are generally useful to the Department for Transport and transport operators in order to enhance our reputation among these organisations and the general public.

OPPORTUNITY COSTS: what are the consequences of not doing the project or not doing it now?

If we do not produce useful information from the transport user perspective at this time, we may be seen to be failing at our core function.

COST SUMMARY: The below will automatically populate once the Costing Sheet has been completed

Project Costs		Project Income		Funding requirement from Transport Focus	
Staff costs	£18,345	Staff costs funded by partner(s)	£0	Staff costs	£18,345
Other costs	£94,800	Direct costs funded by partner(s)	£0	Direct costs	£94,800
		Contribution to the unallocated project budget	£0		
Total Project Cost	£113,145	Total funding	£0	Total costs funded by TF	£113,145

COST / INCOME PROFILE: Please show when costs and [or] income is likely to become due for payment

	Costs**	Income
Financial year 2020-21		
Financial year 2021-22	£94,800	
Financial year 2022-23		
Total	£94,800	£0

**Please exclude staff costs within the table above

PROJECT STAKEHOLDERS: please indicate which of our stakeholders have an interest in this project, and to what extent

Stakeholder	Brief	Interest	Extent
DfT	Brief		
Highways England	Brief		
Other transport operators	Brief		

OUTLINE PROJECT PLAN: Transport Focus projects have ten key stages. Please provide milestone month-end dates for those shown (eg Mar-19 means the end of March 2019). These will be used in assessing project performance

PRE-PROJECT	Date	IN-PROJECT	Date	POST-PROJECT	Date
KS1	Conceptual	KS3	Project brief in development	KS8	Review awaiting sign-off
KS2	Workplan priority	KS4	Project brief approved: project live	KS9	Review signed off by BIT
		KS5	Fieldwork completion date	KS10	Outcomes / lessons logged
		KS6	(a) Date the 'final report' must be ready by (e.g for stakeholder review, prior to publishing it) [or enter N/A if this key stage is not applicable]		
			(b) Date the 'final report' will be published within the public domain [or enter N/A if this key stage is not applicable]		
		KS7	Project published / closed / review underway		

PROJECT RISK ANALYSIS: please ensure project risks are shown within the separate risk assessment worksheet

IMPACT ANALYSIS: once you have completed your EIA and PIA impact analysis, please select your conclusions from the drop down list

Equalities impact assessment screen A: an EIA screen has been completed and a full EIA is not required	Data protection impact assessment screen A: a DPIA screen has been completed and a full DPIA is not required
--	--

Teams [including your team] impacted by this project and extent of pre-project planning (KS2) for collaboration:

Team	Extent of involvement	Discussion Checklist	Date of discussion
Stakeholder Managers	Substantial	Cross team working has been discussed/is in place for this piece	20/04/2020
Insight team	Substantial	Cross team working has been discussed/is in place for this piece	20/04/2020
Communications team	Substantial	Cross team working has been discussed/is in place for this piece	27/04/2020
Corporate Services	Some	Cross team working has been discussed/is in place for this piece	20/04/2020
Policy Team and/or Advisors	Some	Cross team working has been discussed/is in place for this piece	20/04/2020

[Pre MT/Board submission for project approval]

Project brief and associated documents including costings worksheet created, submitted and reviewed by:

	Role	Name	Signature	Date
1	Project manager [create and submit]	Toby Cotton	Toby Cotton	29/04/2020
2	Project sponsor [review]	Louise Coward	Louise Coward	29/04/2020

**TRANSPORT FOCUS
PROJECT COST AND FUNDING SUMMARY**

PROJECT NAME : Omnibus Travel Surveys
PROJECT CODE : 101

SUMMARY OF FUNDING AND COSTS FOR THE PROJECT

There is no funding from partners for this project.

Direct project costs of £94,800, and direct staff costs of £18,345, are funded by Transport Focus

Further comments on costs and funding:

The above costs were anticipated at the time the project brief and costings were completed back in April 2020

ACTIVITIES ENTIRELY OR PARTLY FUNDED BY TRANSPORT FOCUS OR DFT

Forecast costs	Transport Focus £	Notes
Freelance researcher and Other direct costs for project (including any irrecoverable VAT)	94,800	
Direct staff costs for project	18,345	

Proposed funding Funding from partner(s)	Transport Focus £	Notes
	-	
	-	
	-	
Total funding from partner(s)	-	
Transport Focus funding		
Transport Focus funding to for direct project costs	94,800	
Transport Focus funding for direct staff costs	18,345	
Total funding	113,145	

As a result of the additional funding this project will also contribute the following to the unallocated project budget

Contribution by partner(s) to the unallocated project budget from overheads recovered	-	
Contribution by partner(s) to the unallocated project budget from margin	-	
Total contribution to the Unallocated project budget	-	

ACTIVITIES LARGELY OR ENTIRELY FUNDED BY PARTNERS

Forecast costs	Partner(s) £	Notes
Freelance researcher and Other direct costs for project (including any irrecoverable VAT)	-	
Direct staff costs for project	-	

Proposed funding Funding from partner(s)	Partner(s) £	Notes
	-	
	-	
	-	
	-	
	-	
Total funding from partner(s)	-	
Transport Focus funding		
Transport Focus funding to for direct project costs	-	
Transport Focus funding for direct staff costs	-	
Total funding	-	

As a result of the funding from partner(s) this project will also contribute the following to the unallocated project budget:

Contribution by partner(s) to the unallocated project budget from overheads recovered	-	
Contribution by partner(s) to the unallocated project budget from margin	-	
Total contribution to the Unallocated project budget	-	

All costs and funding should exclude VAT

			Entirely or partly-funded by Transport Focus / DFT	Non-commercial partner(s)	Commercial partner(s)	Unit costs for projects funded by Transport Focus and Partner(s)	Entirely or partly-funded by Transport Focus / DFT	Non-commercial partner(s)	Commercial partner(s)	Total costs	Notes
SECTION 1 - PROJECT COSTS			Days	Days	Days	Daily rate	Total costs	Total costs	Total costs	Total costs	
Transport Focus - Staff cost details			No	No	No	£	£	£	£	£	
Staff name / Role	Role	Task or Activity									
Louise Coward	Head of department	Oversight	2.5			440	1,100	-	-	1,100	
Toby Cotton	Senior insight advisor	Project Management	17.5			310	5,425	-	-	5,425	
Sarah Wright	Insight advisor	Reporting	35.0			230	8,050	-	-	8,050	
Kieran Watkins	Manager	Comms	13.0			290	3,770	-	-	3,770	
Total Transport Focus staff costs			68.0	-	-	270	18,345	-	-	18,345	
Direct cost details (excl VAT)			Days	Days	Days	Daily rate	Total costs	Total costs	Total costs	Total costs	
Freelance researchers			No	No	No	£	£	£	£	£	
Total freelance researcher costs			-	-	-	-	-	-	-	-	
Other direct cost details (excl VAT)			Units	Units	Units	Unit Cost	Total costs	Total costs	Total costs	Total costs	
			No	No	No	£	£	£	£	£	
Research agency costs - Transport Focus			1			79,000	79,000	-	-	79,000	£74,000 omnibus costs (for approx 16 waves) plus £5k Dapresy costs
Research agency costs - Non-commercial partner(s)											
Research agency costs - Commercial partner(s)											
Panel costs (Confirmit - £1.00 per response) - Transport Focus											
Panel costs (Confirmit - £1.00 per response) - Non-commercial partner(s)											
Panel costs (Confirmit - £1.00 per response) - Commercial partner(s)											
User community engagement (Dub - £750.00 set up per community) - Transport Focus											
User community engagement (Dub - £750.00 set up per community) - Non-commercial partner(s)											
User community engagement (Dub - £750.00 set up per community) - Commercial partner(s)											
User community engagement (Dub - £80.00 per community participant per annum) - Transport Focus											
User community engagement (Dub - £80.00 per community participant per annum) - Non-commercial partner(s)											
User community engagement (Dub - £80.00 per community participant per annum) - Commercial partner(s)											
Panel incentives - Transport Focus											
Panel incentives - Non-commercial partner(s)											
Panel incentives - Commercial partner(s)											
Printing and publication costs - Transport Focus											
Printing and publication costs - Non-commercial partner(s)											
Printing and publication costs - Commercial partner(s)											
Travel and subsistence - Transport Focus											
Travel and subsistence - Non-commercial partner(s)											
Travel and subsistence - Commercial partner(s)											
Subtotal of direct costs							79,000	-	-	79,000	
Irrecoverable VAT on direct costs							15,800	-	-	15,800	The irrecoverable VAT for the project is calculated automatically and will come down when any proposed charges are entered in section 3 so double check the figures once you have updated Section 3.
							94,800	-	-	94,800	

SECTION 2 - Summary of project costs above and recommended margin	£	£	£	£	Notes
Freelance researcher and Other direct costs for project	94,800	-	-	94,800	
Direct staff costs for project	18,345	-	-	18,345	
Minimum charge to partner(s) to recover total direct costs	113,145	-	-	113,145	
Contribution to fixed overheads from hourly rates	7,940	-	-	7,940	
Contribution to central services from hourly rates	14,960	-	-	14,960	
Minimum charge to partner(s) to recover project costs	136,045	-	-	136,045	
Recommended margin	15,101	-	-	15,101	
Minimum recommended charge to partner(s) to recover full project costs plus standard margin	151,146	-	-	151,146	

SECTION 3 - CHARGES PROPOSED (EXCL VAT)		Amount	Amount	Amount	Amount	Notes
Partner / Third party	DFT / Other	£	£	£	£	
		Other				
Charges to partner(s) - excluding VAT		-	-	-	-	
Charges to partners - including VAT		-	-	-	-	

SECTION 4 - The proposed charges will mean:	Notes
Direct project costs funded by partner(s)	-
Direct staff costs funded by partner(s)	-
Contribution by partner(s) to the unallocated project budget from overheads recovered	-
Contribution by partner(s) to the unallocated project budget from margin	-
Margin as a percentage of income	N/A
Funding from Transport Focus required for direct project costs	94,800
Funding from Transport Focus required for project staff costs	18,345

PROJECT TITLE
PROJECT SPONSOR
PROJECT MANAGER
STAKEHOLDER MANAGER
COMMS LEAD CONTACT
SENSITIVE?
WORKPLAN CAMPAIGN
WORKPLAN THEME
WORKPLAN CATEGORY
DEPARTMENT / BUDGET
PROJECT CODE

Omnibus Travel Surveys
Louise Coward
Toby Cotton
N/A
Sara Nelson
No: the project details / outcomes are publicly disclosable
Not directly linked to a campaign [must do]
Theme 1: On time! - focussing attention on the smooth running of transport networks, including during planned and unplanned disruption
8 Dft CORE BUDGET CHOOSE TO DO
Insight
101



Risk assessment - All projects require assessment of risk **at the outset** to identify items which may cause the project to fail. Please complete table A with risks which are specific to your project. Table B can be used to view examples for each risk type.

Table A - project risks. Where the project does not hold a risk for a specific category, please enter 'N/A' within the description field

Type	Description of project risk	Pre-mitigation			Mitigating measures in place / planned	Post-mitigation		
		Severity	Likelihood	Initial impact rating		Severity	Likelihood	Resulting impact rating
Reputational	Risk of not undertaking work which would be seen as core to our remit as an organisation	3	3	9	Undertaking this work	3	2	6
Operational				0				0
External				0				0
Supplier/partner				0				0
Time/schedule	The situation around travel restrictions continues for longer than expected, or ends sooner changing the timescales required for this project	3	3	9	Necessity of research over very many waves remains under constant review. Internal stakeholders made aware of plans to extent research or to draw it to a close early as far in advance as possible. Fieldwork commissioned from research agency on a week-by-week basis.	3	2	6
Budget/cost	The insights delivered by the research do not justify the cost of undertaking the research over many waves	3	3	9	Careful research design for each wave, and decision to undertake research over many waves constantly under review	3	2	6
Scope	Questions asked at initial wave or waves of the omnibus become increasingly irrelevant due to changes in the situation over time.	3	3	9	Ability to alter questions over subsequent waves to some extent. Research remains under-review.	3	2	6
Technical				0				0

If there are any other risks which fall outside the categories above, or you believe there is a scenario which will present a positive future opportunity for Transport Focus, please describe below:

Risk register
The information above will be entered upon a centralised project risk register - note that the owner for the risk will be listed as the project manager, who will be required to review on a regular basis throughout the life of the project via the project progress review

Category D projects

The risks you identify above will be reviewed by the Chief Executives Team before being issued for approval. A special process applies to Category D projects with special attention being paid to the assessment of reputational, operational, external and supplier / partner risks, and to the data protection impact assessment screen. Escalation to the Board for further approval will be determined by your risk assessment. For more details on this special process, please click [HERE](#)

Board approval: The above risks have been assessed by the Chief Executives's Team, and based on the risk value materiality threshold [RVMT], this project workbook sent to the board for final approval

[Chief Executives's assessment]

Role	Name	Signature	Date

Risk assessment - table B below contains descriptions and accompanying examples for each type of risk.

Table B - risk examples

Type	Description	Risk examples
Reputational	Risk that partner/stakeholder may lose confidence/credibility in TF to deliver work on their behalf	Late delivery of results/comms
Operational	Inability to deliver due to improper process implementation, lack of resource availability	Priority conflicts, lack of resource availability, lack of training
Time/schedule	Risk key milestones/end date may not be met	Initial level of work underestimated, failure to identify 'drop dead' date in relation to partner/supplier
Budget	Costs exceed agreed budget	Scope expansion
External	Regulatory, market related	New, or changes to existing legislation
Scope	Project not properly defined and/or documented leading to 'scope creep'	Failure to identify Stakeholder requirement
Technical	Potential complexity of a proposed IT-based solution	Solution is too complicated for Transport Users to use
Supplier/partner	Standard risk where there is involvement from any non-TF bodies	Support/funding reduced/withdrawn

Severity and Likelihood descriptions

Level	Severity	Likelihood
1	Insignificant	Rare
2	Minor	Unlikely
3	Moderate	Possible
4	Major	Likely
5	Catastrophic	Almost certain

IMPACT =
SEVERITY X LIKELIHOOD

Impact grid

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5

PROJECT TITLE	Omnibus Travel Surveys
PROJECT SPONSOR	Louise Coward
PROJECT MANAGER	Toby Cotton
STAKEHOLDER MANAGER	N/A
COMMS LEAD CONTACT	Sara Nelson
SENSITIVE?	No: the project details / outcomes are publicly disclosable
WORKPLAN CAMPAIGN	Not directly linked to a campaign ['must do']
WORKPLAN THEME	Theme 1: On time! - focussing attention on the smooth running of transport networks, including during planned and unplanned disruption
WORKPLAN CATEGORY	B Dft CORE BUDGET CHOOSE TO DO
DEPARTMENT / BUDGET	Insight
PROJECT CODE	101



DATA PROTECTION IMPACT ASSESSMENT SCREEN

Some projects require a data protection impact assessment to assess the possibility of an impact on the privacy of individuals. Most, however, do not. All projects are therefore screened to check that a full DPIA is not required. Where it is, you should raise the matter with the **Senior Information Risk Owner**.

Step 1: Data flow mapping

Data Source	Purpose of flow	Data sensitivity	Frequency	Volume	Key stakeholders involved	Method of flow	Data risk
Research agency	Data transfer	Sensitive: personal protect	Weekly	High	Research agency / Transport Focus	Email: encrypted	Low
							Low
							Low

Step 2: Sensitive personal data

Does ANY flow of data include sensitive personal data as defined by the General Data Protection Regulations?	Yes
If you have answered yes, probably or possibly to the previous question please confirm you have the informed and unambiguous consent from the data subject to use their sensitive personal data	Yes

Step 3: Further questions to help determine the scope for privacy breach or data handling failure. Please review the areas A - J below, and amend the response to 'Yes' where appropriate noting comments where described

			Please comment if the response is Yes
A	Does the project involve IT hardware or software that has substantial potential for privacy intrusion?	No	
B	Does the project involve the intrusive identification of individuals or 'data subjects'?	No	
C	Might the project have the effect of changing current personal anonymity arrangements	No	
D	Does the project involve multiple, complex, organisations where data protection might be problematic?	No	
E	Does the project involve new or significantly changed methods of data handling?	No	
F	Does the project involve changing the way we handle multiple records of personal data in datasets / databases?	No	
G	Does the project involve new or significantly changed handling of personal data from a large number of people?	No	
H	Does the project involve new or significantly changed configuration of personal data from personal sources?	No	
I	Is the project likely to impact on public security measures?	No	
J	Does the project involve the systematic disclosure of personal data to, or access by, third parties that are not subject to any kind of privacy regulation? Regulation may include, but is not limited to, The MRS Code of Conduct or a Data Sharing Agreement concluded with Transport Focus.	No	

Sensitive Data definition under the GDPR: data consisting of racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, genetic data, biometric data, data concerning health or data concerning a natural person's sex life or sexual orientation.

Step 4: Conclusion

Based on the information you have thought through above, you now need to determine where there is a need for a data protection impact assessment for this project. Select the most appropriate statement on your project brief. Remember, on considering the brief for approval, our Data Protection Officer may change your statement!

[Pre MT/Board submission for project approval]

Role	Name	Signature	Date
Data Protection Officer	Jon Carter	<i>Jon Carter</i>	29/04/2020

PROJECT TITLE	Omnibus Travel Surveys
PROJECT SPONSOR	Louise Coward
PROJECT MANAGER	Toby Cotton
STAKEHOLDER MANAGER	N/A
COMMS LEAD CONTACT	Sara Nelson
SENSITIVE?	No: the project details / outcomes are publicly disclosable
WORKPLAN CAMPAIGN	Not directly linked to a campaign ['must do']
WORKPLAN THEME	Theme 1: On time! - focussing attention on the smooth running of transport networks, including during planned and unplanned disruption
WORKPLAN CATEGORY	B Dft CORE BUDGET CHOOSE TO DO
DEPARTMENT / BUDGET	Insight
PROJECT CODE	101



EQUALITIES IMPACT ASSESSMENT SCREEN

Step 1: please complete the following screen by selecting options from the drop down list. It is very easy just to select 'no' but please think carefully. Your answers may be scrutinised in the event of any audit of our compliance with the Equalities Act. All answers are **mandatory**.

Gender	Age	Sexuality	Disability	Marital status	Political belief	Religion	Racial group
--------	-----	-----------	------------	----------------	------------------	----------	--------------

1. Is there likely to be an impact on opportunity for those groups of people who may be affected by this project?

No	No	No	No	No	No	No	No
----	----	----	----	----	----	----	----

2. Are there opportunities to better promote equality of opportunity among people of these groups?

No	No	No	Yes	No	No	No	No
----	----	----	-----	----	----	----	----

3. Is the project likely to impact on good relations between people of the following groups?

					No	No	No
--	--	--	--	--	----	----	----

4. Are there opportunities to better promote good relations between people of the following groups?

					No	No	No
--	--	--	--	--	----	----	----

If you have answered 'yes' or 'probably' in response to any of the above, please provide details below of what you might do in pursuit of our duty to do *something*

We might analyse by a sub-set of disabled transport users to indicate the specific issues that this group are facing.

Step 2: Conclusion

Based on the information you have thought through above, you now need to determine where there is a need for an equalities impact assessment for this project. **Select the most appropriate statement on your project brief.** Remember, on considering the brief for approval, Management Team may change your statement!

PROJECT TITLE	Omnibus Travel Surveys
PROJECT SPONSOR	Louise Coward
PROJECT MANAGER	Toby Cotton
STAKEHOLDER MANAGER	N/A
COMMS LEAD CONTACT	Sara Nelson
SENSITIVE?	No: the project details / outcomes are publicly disclosable
WORKPLAN CAMPAIGN	Not directly linked to a campaign ['must do']
WORKPLAN THEME	Theme 1: On time! - focussing attention on the smooth running of transport networks, including during planned and unplanned disruption
WORKPLAN CATEGORY	B Dft CORE BUDGET CHOOSE TO DO
DEPARTMENT / BUDGET	Insight
PROJECT CODE	101

Communications plan [to be completed by the project manager and the comms team, and submitted alongside the project brief]

All projects require assessment of the communications plan required to ensure the right key messages and target audiences are delivered/addressed

1) PROJECT OBJECTIVES [WHAT ARE WE TRYING TO ACHIEVE?]

The Management Team have indicated a need for us to undertake some continuous monitoring of people's experience of making journeys at this time, and their expectations and attitudes around making journeys in the future. The research would concern journeys across all modes. It has been suggested that the best way for us to do this and to generate robust and generalisable data is through a series of omnibus surveys. These surveys would run each week using similar questions for the next three months, and potentially be expanded for longer if need be.

There would be strategic reasons for undertaking this work which would reflect our position of collecting the views and requirements of transport users and indicating these back to the industry and the Government. Thereby allowing these organisations to plan and work in the interest of transport users.

2) STAKEHOLDER COMMS [Have you discussed how to alert key stakeholders, including the DfT?]

Key stakeholders will be made aware of the work we are undertaking through communications sent by individual stakeholder managers who will be briefed in relation to the project

3) KEY MESSAGES [when known]

Not known at this stage.

4) TIMESCALES [from a Comms perspective]

Findings will be delivered to Transport Focus on a weekly basis. We will need to publish results from each wave on a regular basis, relatively quickly after the end of fieldwork.

5) PARTNERS - this should include requirements both from and on behalf of any partners involved

6) TARGET AUDIENCES

General public. Transport operators and central government.

7) OUTPUTS - this can include reports, events, infographics, social media, boards to display the results, etc

To be decided, but regular short reports and briefings are likely

8) COMMS ESTIMATE [£] & CODE

Comms costs are likely to be in terms of staff time only. There will be little need to produce a graphically designed output or outputs.

9) ADDL POINTS TO NOTE

PROJECT TITLE	Omnibus Travel Surveys
PROJECT SPONSOR	Louise Coward
PROJECT MANAGER	Toby Cotton
STAKEHOLDER MANAGER	N/A
COMMS LEAD CONTACT	Sara Nelson
STILL SENSITIVE?	No: the project details / outcomes are publicly disclosable
WORKPLAN CAMPAIGN	Not directly linked to a campaign [must do]
WORKPLAN THEME	Theme 1: On time! - focussing attention on the smooth running of transport networks, including during planned and unplanned disruption
WORKPLAN CATEGORY	B DfT CORE BUDGET CHOOSE TO DO
DEPARTMENT / BUDGET	Insight
PROJECT CODE	101
	The original project brief was approved by MT on: 30/04/2020



REQUEST FOR CHANGE - FOR APPROVAL

TO VIEW THE REVISED COSTING SHEET THAT SUPPORTS THIS CHANGE REQUEST, PLEASE CLICK [HERE](#)

1. REASONS WHY THIS CHANGE/CHANGES ARE REQUIRED

The initial set-up of the project covered the first stages of 'lockdown' and was completed at a time when it was unclear for how long the issues would need to be tracked. Now it is clear that further research of the time initially undertaken is required to measure the continuing issues. For this reason we are seeking to extend the project, which in turn brings the need for additional budget into play.

2. FURTHER INFORMATION REGARDING REQUEST FOR CHANGE

Please indicate which of the following areas are affected by the change - state 'no change' where appropriate

Cost
Changes in cost cover:

Additional and continuing work which is required to make data available on the hub. This work is undertaken by a freelancer and accounts for £4,725 of the budget required
Additional and continuing fieldwork costs to collect data for the project. This work is undertaken by an agency and accounts for £37,500 ex VAT [£45,000 inc VAT] of the budget required

BREAKDOWN OF UPDATED COSTS

Previous approved costs:	Revised total project costs:	This section will automatically populate once the Costing Sheet (RfC) has been updated
Direct Costs: £94,800	Direct Costs: £144,525	
3rd Party Income: £0	3rd Party Income: £0	
Deficit: (£94,800)	Deficit: (£144,525)	
Staff Costs: £18,345	Staff Costs: £27,170	

Project milestone dates
The project reports on a weekly basis, so the additional costs cover publications on consecutive Fridays up until Friday 21 August 2020 (six weeks after the Friday publication on the July 10 which is accounted for in the previous cost sheet)

Scope
The scope of the project is unchanged. The intention is still to track public transport and road use, understand the experience of making journeys, and track attitudes to travelling over the coming weeks.

Risk/opportunity
The opportunities and risks are relatively unchanged, although the fact that the current survey has been well received does pose a risk in that we have built up an expectation among stakeholders that this data source will be available on a weekly basis throughout the progress of the current situation.

EIA/PIA assessments
Are unchanged as the scope and method are unchanged.

COMMS [target audience, type of publication, etc]
The target population and type of publication, and timescales for production are unchanged. For the time being we will continue to report in the same way on a weekly basis, though there is the opportunity to undertake different and more bespoke reporting going forward, or to look at different types of reporting as the number of people making journeys on public transport perhaps increases. The availability of the hub also provides further opportunities in this regard.

Any further information
None.

3. MEASURABLE OUTCOMES - does this change impact any outcomes listed within the project brief?

If 'Yes', please update using the table below

Original expected outcome	Change as a result of this	Communicated to whom/when/how?
To generate results which represent the experiences of those making journeys at the time the survey is undertaken so that any issues can be flagged to those managing transport networks rapidly.	No changes as a result of this, but low numbers of public transport users means that as yet we have not generated big enough sample sizes to make much use of journey experience data. This being said, verbatim comments relating to experience are easily available on the hub	Direction of interested parties towards the hub is happening through the weekly reporting on a weekly basis.
To generate results which indicate the expectations and attitudes of those who are likely to be making journeys in the future, so that transport operators can plan for this eventuality.	No changes as a result of this. The survey continues to deliver in this regard.	Communicated through weekly reporting and engagement with stakeholders
To provide results which are generally useful to the Department for Transport and transport operators in order to enhance our reputation among these organisations and the general public.	No changes as a result of this. The survey continues to deliver in this regard.	Communicated through weekly reporting and engagement with the DfT

4. OPPORTUNITY COSTS - is there any change to that stated within the project brief? No

If 'Yes', please describe below

None - though as described above we have now set expectations, so there is a potential greater cost of not running the project over further weeks.

5. UPDATED COST PROFILE: Please identify when the updated costs & income (if applicable) are expected to be seen

	Costs	Income
Financial year 2020-21		
Financial year 2021-22	£144,525	
Financial year 2022-23		
Total	£144,525	£0

6. PROJECT STAKEHOLDERS: does the change impact the involvement/influence of stakeholders indicated within the project brief?

If 'Yes', please indicate the revised Stakeholder involvement below

DfT	Brief	0		0	
Highways England	Brief	0		0	
Other transport operators	Brief	0		0	
0		0		0	

PLEASE ENSURE ANY SUPPORTING DOCUMENTATION IS SUBMITTED ALONGSIDE THIS CHANGE REQUEST

[Pre MT/Board submission for approval/information]

Request for change and any associated documentation submitted and reviewed by:

	Role	Name	Signature	Date
1	Project manager [create and submit]	Toby Cotton	Toby Cotton	03/07/2020
2	Project sponsor [review]	Louise Coward	Louise Coward	06/07/2020

**TRANSPORT FOCUS
PROJECT COST AND FUNDING SUMMARY**

PROJECT NAME : Omnibus Travel Surveys
PROJECT CODE : 101

SUMMARY OF FUNDING AND COSTS FOR THE PROJECT

There is no funding from partners for this project.

Revised total direct project costs of £144,525, and revised total direct staff costs of £27,170, are funded by Transport Focus

Further comments on costs and funding:

The above costs now represent the anticipated revised total costs of the project following the July 2020 change request

ACTIVITIES ENTIRELY OR PARTLY FUNDED BY TRANSPORT FOCUS OR DFT

Forecast costs	Transport Focus £	Notes
Freelance researcher and Other direct costs for project (including any irrecoverable VAT)	144,525	
Direct staff costs for project	27,170	

Proposed funding Funding from partner(s)	Transport Focus £	Notes
	-	
	-	
	-	
Total funding from partner(s)	-	
Transport Focus funding		
Transport Focus funding to for direct project costs	144,525	
Transport Focus funding for direct staff costs	27,170	
Total funding	171,695	

As a result of the additional funding this project will also contribute the following to the unallocated project budget

Contribution by partner(s) to the unallocated project budget from overheads recovered	-	
Contribution by partner(s) to the unallocated project budget from margin	-	
Total contribution to the Unallocated project budget	-	

ACTIVITIES LARGELY OR ENTIRELY FUNDED BY PARTNERS

Forecast costs	Partner(s) £	Notes
Freelance researcher and Other direct costs for project (including any irrecoverable VAT)	-	
Direct staff costs for project	-	

Proposed funding Funding from partner(s)	Partner(s) £	Notes
	-	
	-	
	-	
	-	
Total funding from partner(s)	-	
Transport Focus funding		
Transport Focus funding to for direct project costs	-	
Transport Focus funding for direct staff costs	-	
Total funding	-	

As a result of the funding from partner(s) this project will also contribute the following to the unallocated project budget:

Contribution by partner(s) to the unallocated project budget from overheads recovered	-	
Contribution by partner(s) to the unallocated project budget from margin	-	
Total contribution to the Unallocated project budget	-	

REVISED COSTING SHEET TO SUPPORT THE CHANGE REQUEST

TRANSPORT FOCUS

COSTING SHEET

PROJECT NAME : Omnibus Travel Surveys

PROJECT CODE : 101

All costs and funding should exclude VAT

		Entirely or partly-funded by Transport Focus / DFT	Non-commercial partner(s)	Commercial partner(s)	Unit costs for projects funded by Transport Focus and Partner(s)	Entirely or partly-funded by Transport Focus / DFT	Non-commercial partner(s)	Commercial partner(s)	Total costs	Total costs	Total costs	Total costs	Notes
		Days	Days	Days	Daily rate	Total costs	Total costs	Total costs	Total costs	Total costs	Total costs	Total costs	
Staff name / Role	Role	No	No	No	£	£	£	£	£	£	£	£	
SECTION 1 - PROJECT COSTS													
Transport Focus - Staff cost details													
Louise Coward	Head of department	Oversight	27.0		440	11,880	-	-	11,880	-	-	11,880	
Toby Cotton	Senior insight advisor	Project Management	35.0		310	10,850	-	-	10,850	-	-	10,850	
Sarah Wright	Insight advisor	Reporting	12.0		230	2,760	-	-	2,760	-	-	2,760	
Ian Wright	Director	Oversight	2.0		530	1,060	-	-	1,060	-	-	1,060	
Keith Bailey	Senior insight advisor	Other insight support	2.0		310	620	-	-	620	-	-	620	
Total Transport Focus staff costs			78.0		348	27,170	-	-	27,170	-	-	27,170	
Direct cost details (excl VAT)													
Freelance researchers													
Jo Curran	Hub Support	Updating data on hub	94.5		50	4,725	-	-	4,725	-	-	4,725	E4,125 for 82.5 hours already spent on the project + £600 for 12 additional hours to cover 6 waves of research
Total freelance researcher costs			94.5		50	4,725	-	-	4,725	-	-	4,725	
Other direct cost details (excl VAT)													
		Units	Units	Units	Unit Cost	Total costs	Total costs	Total costs	Total costs	Total costs	Total costs	Total costs	
		No	No	No	£	£	£	£	£	£	£	£	
Research agency costs - Transport Focus		1			116,500	116,500	-	-	116,500	-	-	116,500	E74,000 omnibus costs (for 10 waves) plus E5k Dapresy costs + E37,500 additional omnibus costs
Research agency costs - Non-commercial partner(s)						-	-	-	-	-	-	-	
Research agency costs - Commercial partner(s)						-	-	-	-	-	-	-	
Panel costs (Confermit - E1.00 per response) - Transport Focus						-	-	-	-	-	-	-	
Panel costs (Confermit - E1.00 per response) - Non-commercial partner(s)						-	-	-	-	-	-	-	
Panel costs (Confermit - E1.00 per response) - Commercial partner(s)						-	-	-	-	-	-	-	
User community engagement (Dub - E750.00 set up per community) - Transport Focus						-	-	-	-	-	-	-	
User community engagement (Dub - E750.00 set up per community) - Non-commercial partner(s)						-	-	-	-	-	-	-	
User community engagement (Dub - E750.00 set up per community) - Commercial partner(s)						-	-	-	-	-	-	-	
User community engagement (Dub - E80.00 per community participant per annum) - Transport Focus						-	-	-	-	-	-	-	
User community engagement (Dub - E80.00 per community participant per annum) - Non-commercial partner(s)						-	-	-	-	-	-	-	
User community engagement (Dub - E80.00 per community participant per annum) - Commercial partner(s)						-	-	-	-	-	-	-	
Panel incentives - Transport Focus						-	-	-	-	-	-	-	
Panel incentives - Non-commercial partner(s)						-	-	-	-	-	-	-	
Panel incentives - Commercial partner(s)						-	-	-	-	-	-	-	
Printing and publication costs - Transport Focus						-	-	-	-	-	-	-	
Printing and publication costs - Non-commercial partner(s)						-	-	-	-	-	-	-	
Printing and publication costs - Commercial partner(s)						-	-	-	-	-	-	-	
Travel and subsistence - Transport Focus						-	-	-	-	-	-	-	
Travel and subsistence - Non-commercial partner(s)						-	-	-	-	-	-	-	
Travel and subsistence - Commercial partner(s)						-	-	-	-	-	-	-	
Subtotal of direct costs						116,500	-	-	116,500	-	-	116,500	
Irrecoverable VAT on direct costs						23,300	-	-	23,300	-	-	23,300	The irrecoverable VAT for the project is calculated automatically and will come down when any proposed charges are entered in section 3 so double check the figures once you have updated Section 3.
						139,800	-	-	139,800	-	-	139,800	

SECTION 2 - Summary of project costs above and recommended margin					£	£	£	£	Notes
Freelance researcher and Other direct costs for project					144,525	-	-	144,525	
Direct staff costs for project					27,170	-	-	27,170	
Minimum charge to partner(s) to recover total direct costs					171,695	-	-	171,695	
Contribution to fixed overheads from hourly rates					11,620	-	-	11,620	
Contribution to central services from hourly rates					17,160	-	-	17,160	
Minimum charge to partner(s) to recover project costs					200,475	-	-	200,475	
Recommended margin					22,253	-	-	22,253	
Minimum recommended charge to partner(s) to recover full project costs plus standard margin					222,728	-	-	222,728	

SECTION 3 - CHARGES PROPOSED (EXCL VAT)					Amount	Amount	Amount	Amount	Notes
Partner / Third party		DFT / Other	£	£	£	£	£	£	
		Other							
Charges to partner(s) - excluding VAT			-	-	-	-	-	-	
Charges to partners - including VAT			-	-	-	-	-	-	

SECTION 4 - The proposed charges will mean:					Notes				
Direct project costs funded by partner(s)					-	-	-	-	
Direct staff costs funded by partner(s)					-	-	-	-	
Contribution by partner(s) to the unallocated project budget from overheads recovered					-	-	-	-	
Contribution by partner(s) to the unallocated project budget from margin					-	-	-	-	
Margin as a percentage of income					N/A	0.0%	0.0%	N/A	
Funding from Transport Focus required for direct project costs					144,525	-	-	144,525	
Funding from Transport Focus required for project staff costs					27,170	-	-	27,170	

FW: Official request for approval - Omnibus Project



Michelle Jackson
To: Andrew Rowen
Cc: Ian Wright

Reply Reply All Forward

Tue 07/07/2020

You replied to this message on 07/07/2020 12:01.

Andrew, please see below for confirmation of approval from Jeff.

Michelle Jackson
Manager, Board and Governance Operations
Transport Focus ([London office](#))
The independent transport user watchdog

e: michelle.jackson@transportfocus.org.uk
t: 0300 123 0859
m: 07969451228
w: www.transportfocus.org.uk

Follow us on Twitter [@TransportFocus](#).

Please note that with effect from 17 March 2020, our offices are closed and I and my colleagues are working remotely until further notice. If you need to speak to me, please email me first with a contact number and I will get back to you as soon as I can.

You can also call our passenger contact centre on 0300 123 2350 (open 8am - 8pm Monday - Friday and 8am - 4pm at weekends).

The contents of this email and any attachments are confidential and may be privileged. If you are not the intended recipient, any disclosure, copy or distribution is strictly prohibited. Please notify the sender immediately by return email and delete any message and attachments.

From: jeffrey.halliwell@btinternet.com <jeffrey.halliwell@btinternet.com>
Sent: 07 July 2020 11:56
To: Michelle Jackson <Michelle.Jackson@transportfocus.org.uk>
Subject: RE: Official request for approval - Omnibus Project

A from me.

From: Michelle Jackson <Michelle.Jackson@transportfocus.org.uk>
Sent: 07 July 2020 08:40
To: Jeff Halliwell <Jeff.Halliwell@transportfocus.org.uk>
Cc: Andrew Rowen <Andrew.Rowen@transportfocus.org.uk>; Ian Wright <Ian.Wright@transportfocus.org.uk>
Subject: Official request for approval - Omnibus Project
Importance: High

Good morning Jeff,
Please read the below and respond accordingly to confirm your approval of this project on the Board's behalf.

Project 101 - Omnibus Travel Survey

We are intending to come to the board with a full Project Future campaign plan at one of the next two board meetings, which amongst other things will include projected longer term funding and resourcing.

However, in the meantime, we need to spend a little more on the weekly omnibus until we get to that point, which, on top of what we have already spent, will take us over the threshold and require board approval. We need to release those funds by this Wednesday if we are to continue the omnibus next week, which is really too tight to go via the management team and the board. The paperwork went to the Management Team this Monday and was approved. We are now asking you to approve on behalf of the board, for the sake of expediency. We are crunching the numbers now, but we estimate it will be in the region of £50,000, which will bring our total spend on the omnibus to c. £140,000 from May to August.

The omnibus tracker has of course formed the bedrock of our COVID activities, and as the board saw at the last meeting, has been valued widely across key stakeholders. Therefore I hope that continuing to fund this, at least in the short term, is not a contentious decision.

If you are content to respond to this proposal on behalf of the Board, please do let me know your response below:

- A: Yes, I am content with the scope and cost of the proposal
- B: No, I am not content (explain why not)
- C: I need more information to reach a decision
- D: MT needs to discuss this further

Please note your responses in this box:

Project 101 - Omnibus Travel Survey	A
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Kind regards to you,

Michelle Jackson
Manager, Board and Governance Operations
Transport Focus ([London office](#))
The independent transport user watchdog

e: michelle.jackson@transportfocus.org.uk
t: 0300 123 0859
m: 07969451228
w: www.transportfocus.org.uk

Board
Members' Event meeting
Record of approvals



If confidential, protective marking¹	
Reference	BRD1920-005
When discussed	15 October 2019
Submitted by	Michelle Jackson
Report Title	Bus Passenger Survey Autumn 2019
Sponsor	David Sidebottom
Author(s)	Robert Pain

Responses by Board Members

From	Reference	Comments, if any
Jeff Halliwell	A	
Philip Mendelsohn	A	
Kate Denham	A	
Isabel Liu	A	
Theo de Pencier	A	
William Powell	A/L	
Arthur Leathley	A	
Keith Richards	A	
Rob Wilson	A/L	Not present at meeting

Key to references

- A: Yes, I am content
- B: Yes, I am content but would like to make one or more points for the record (please set these out in your email)
- C: I need more information to reach a decision (please indicate what further information you require)
- D: No, I am not content (please explain why not)
- A/L: annual leave or otherwise no response
- S: project or paper sponsor

Business Services record

Responses recorded by	Michelle Jackson
Decision reached	Approved
Signature	

J Halliwell
 Chair signature

4/12/19
 Date

¹ ie RESTRICTED plus COMMERCIAL / POLICY / STAFF / PERSONAL PROTECT

Board
Members' Event meeting
Record of approvals



If confidential, protective marking¹	
Reference	BRD1920-006
When discussed	15 October 2019
Submitted by	Michelle Jackson
Report Title	Strategic Roads User Survey 2020-2021
Sponsor	David Sidebottom
Author(s)	Robert Pain

Responses by Board Members

From	Reference	Comments, if any
Jeff Halliwell	A	
Philip Mendelsohn	A	
Kate Denham	A	
Isabel Liu	A	
Theo de Pencier	A	
William Powell	A/L	
Arthur Leathley	A	
Keith Richards	A	
Rob Wilson	A	

Key to references

- A: Yes, I am content
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Business Services record

Responses recorded by	Michelle Jackson
Decision reached	Approved
Signature	

J Halliwell
 Chair signature

 4/12/19
 Date

¹ ie RESTRICTED plus COMMERCIAL / POLICY / STAFF / PERSONAL PROTECT

Board
Members' Event
meeting
Record of approvals



If confidential, protective marking ¹	
Reference	BRD1920-007
When discussed	17 December 2019
Submitted by	Michelle Jackson
Report Title	064 - M4 Smart Motorway Research wave 2
Sponsor	Guy Dangerfield
Author(s)	Keith Bailey

Responses by Board Members

From	Reference	Comments, if any
Jeff Halliwell	A	
Philip Mendelsohn	A	
Kate Denham	A	
Isabel Liu	A	
Theo de Pencier	A	
William Powell	A	
Arthur Leathley	A	
Keith Richards	A/L	
Rob Wilson	A	

Key to references

- A: Yes, I am content
- B: Yes, I am content but would like to make one or more points for the record (please set these out in your email)
- C: I need more information to reach a decision (please indicate what further information you require)
- D: No, I am not content (please explain why not)
- A/L: annual leave or otherwise no response
- S: project or paper sponsor

Business Services record

Responses recorded by	Michelle Jackson
Decision reached	Approved
Signature	

Chair signature

3/1/20
Date

¹ ie RESTRICTED plus COMMERCIAL / POLICY / STAFF / PERSONAL PROTECT