

<b>Board Meeting</b>	<b>Date</b>	<b>21/09/21</b>	<b>Time</b>	<b>14.00-15.45</b>	<b>Venue</b>	<b>One Birdcage Walk</b>
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<b>Time</b>	<b>Item</b>	<b>Subject</b>	<b>Leading</b>
<b>Part A</b>		<b>Public Affairs</b>	
14.00	1	Chair's welcome and opening remarks; apologies and introductions; declarations of conflicts of interest.	<b>Jeff Halliwell</b> Chair
14.05	2	Overview of work at Transport Focus to represent the interests of users of England's motorways and major 'A' roads	<b>Guy Dangerfield</b> , Head of Strategy
14.15	3	Road users' priorities for improvement to National Highways' roads	<b>Guy Dangerfield</b> , Head of Strategy
14.20	4	<b>Keynote address</b>	<b>Nick Harris</b> , Chief Executive, National Highways
14.40	5	Q&A with Nick Harris	<b>Jeff Halliwell</b> , Chair
15:00	6	A more accessible road network? How Transport Focus insight is driving change	<b>Catherine Folca</b> , Stakeholder Manager
15.05	7	Representing the interests of those driving electric cars	<b>Sarah Wright</b> , Senior Insight Advisor
15.10	8	Wrap up and forward look	<b>Guy Dangerfield</b> , Head of Strategy

## Part B Updates

15.15	1	Rail reform	Mike Hewitson, Head of policy
	2	Bus service improvement plan	David Sidebottom, Director

## Part C Corporate affairs

15.30	1	Board meeting minutes: May 2021	Jeff Halliwell	Approval	✓
	<b>2</b>	<b><u>Committee meeting minutes:</u></b>			
	2.1	Campaigns Steering Group (June 2021)	Rob Wilson	Information	✓
	2.2	Statistics Governance Group (June 2021) (and September 2021 update)	Theo de Pencier	Information	✓
	2.3	Audit and Risk Assurance: annual report and accounts (June 2021)	Isabel Liu	Information	✓
	2.4	Audit and Risk Assurance Committee (July 2021)	Isabel Liu	Information	✓
	<b>3</b>	<b><u>Reports from subsidiaries:</u></b>			
	3.1	Transport Focus Wales Limited (June 2021)	Jeff Halliwell	Information	✓
	3.2	Transport Focus Scotland (July 2021)	Jeff Halliwell	Information	✓
	<b>4</b>	<b><u>For noting by the Board</u></b>			
		<i>Items previously discussed and/or approved out of meeting:</i>	Jeff Halliwell	Ratification	
	4.1	BRD2122-003 #153 Measuring the on the day passenger experience			✓
	4.2	BRD2122-004 Annual report and accounts 2020-21			✓
	4.3	BRD2122-005 #158 Serco Caledonian Sleeper Guest Satisfaction Survey Wave 5			✓
	4.4	BRD2122-006 #162 Bus and rail satisfaction measurement using Omnibus			✓
	4.5	BRD2122-007 #146 Omnibus travel surveys 2021-22 (RfC)			✓
		Any other business			
15.45		Closing remarks			

If sensitive, protective marking	NOT PROTECTIVELY MARKED
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Transport Focus Board Meeting	
<b>Date:</b>	<b>Tuesday 18 May 2021</b>
<b>Times:</b>	<b>14.00-15.45</b>
<b>Location</b>	<b>Video Conference</b>
<b>Classification</b>	<b>Not protectively marked</b>

## Attended

### **Board members:**

Jeff Halliwell	JH	Chair
Isabel Liu	IL	Board member
Arthur Leathley	AL	Board member for London
Keith Richards	KR	Board member
Theo de Pencier	TdP	Board member
Rob Wilson	RW	Board member
Trisha McAuley OBE	TM	Board member for Scotland

### **Management and other staff in attendance:**

Anthony Smith	AS	Chief Executive
Nigel Holden	NH	Corporate services director
Jon Carter	JC	Head of board and governance
Stephanie Ahemor	SA	Board and governance executive
Ian Wright	IW	Head of innovation and partnerships
Mike Hewitson	MH	Head of policy
Guy Dangerfield	GD	Head of strategy
Sara Nelson	SN	Head of communications
Hazel Phillips	HP	Public Affairs Advisor

### **Event production team**

Oliver Banks	OB	Digital content and communications officer
Siobhan O'Hagan	SOH	PA to Chair and Chief Executive
Sarah Bush	SB	Managing Director, VisAir

**Members of the public:** Around 478 members of the public viewed the proceedings live for more than 29 minutes.

### **Apologies**

Cllr William Powell	WP	Board member for Wales
David Sidebottom	DS	Director

## **PART A: PUBLIC AFFAIRS**

### **1 Chair's opening remarks; apologies and introductions; declarations of conflicts of interest.**

The Chair welcomed everyone to the meeting and noted that apologies had been received from Kate Denham. No declarations of interest were made.

### **2 Bus Back Better: the long-term national bus strategy for England (outside London) - Linda McCord, Senior Stakeholder Manager, Transport Focus**

LM explained that buses make twice as many journeys as rail. It is positive to see that they are now getting a focus through the National Bus Strategy. In terms of improvements, passengers want more buses on time, buses running more frequently, safety and cleanliness. The National Bus Strategy outlines features for the buses we want, which are more frequent, more reliable, easy to use and cheap.

Local Transport Authorities (LTA's) must publish a bus service improvement plan setting where improvement priorities are needed and a plan for simpler integrated tickets. Setting targets for passenger growth and customer satisfaction is to be reported on every 6 months. Transport Focus's annual bus survey shows a bus satisfaction rate ranging from 76% to 90%. Satisfaction results are inconsistent. It was noted that results from the weekly omnibus survey have been used by the industry to improve passenger satisfaction. The strategy aims to give bus passengers more of a voice. Transport Focus have a focus in developing passenger charters on rail and it is willing to assist LTA's and bus operators. Both LTA's and operators must deliver what people want and need and measure if it is being delivered consistently across the country.

### **3. The Route Ahead: getting passengers back on buses - Robert Pain, Senior Insight Advisor, Transport Focus**

Passengers are keen to return to the bus when they feel it is safe. Passengers are looking for frequent, punctual services and better value for money. The reasons for declining passenger numbers are that there are concerns about catching Covid or passing it on to others or the reasons for making journeys no longer exist. Reasons for return to the bus include a reason for travel returning or measures made to promote covid safety i.e., the evidence of cleanliness. Messages can be communicated through social media, and posters in and on the side of buses. Promotion of this messaging is particularly important for those not getting on buses.

Different passenger clusters emerged from research suggesting that different groups will return to travel at different speeds. Attitudes to risk vary and this impacts on return. Some passengers require more encouragement and flexible tickets aid this.

For the quantitative survey, responses were collected from over 10,000 people and results are now being analysed. Recommendations will be made early next month, and a report will then be published.

## 4 Keynote address: Baroness Vere, Parliamentary Under Secretary of State

Baroness Vere thanked Transport Focus for the insight gathered over the year. She noted that the number of bus passengers has fallen to 10% of pre Covid numbers. It has been a disruptive year for travel.

£1 billion has been provided through the Bus Service Support Grant (CBSSG Restart); this will continue as we progress through the roadmap to unlock the economy. The needs of some passengers are changing, there will always be demands regarding frequency. Passengers now demand more flexibility to tickets as work patterns change. Anxiety over using public transport will not necessarily change even as vaccinations are rolled out. Baroness Vere also thanked bus operators for ensuring that buses are as safe as they can be. It is vital to meet the needs of existing passengers and potential passengers. It is not possible to rely on a car dependent economy due to the impact on congestion and pollution. Buses must be at the core of a green recovery.

4 billion journeys happen every year on bus. Connectivity needs to improve and increase across towns, cities and villages. Bus travel disproportionately benefits those who are less advantaged, for this group, bus can be a vital lifeline. In too many places, services have fallen, and fares have risen. The strategy puts the passenger at its heart. This is the biggest shake up in buses in a generation. Overall, £3 billion of investment needs to be delivered.

Baroness Vere explained that simpler more integrated ticketing is key and that audio visual information will be available on all buses. The strategy will be looking at more bus priority schemes to increase ridership. It will reassure those who have moved to car travel that buses are both safe and efficient. It will also ensure rural areas receive the same level of boost and support as other areas. It is important to understand what does and doesn't work in demand responsive transport.

In Bristol, metro bus passengers can access real time information and buy tickets at an iPoint. On Harrogate bus company's bus number 36 to Leeds, over half of passengers have a car and choose to use the bus because it is reliable, has fast Wi-Fi and has beautiful views. We expect every Local Transport Authority to pick up the baton and run, entering into local franchise partnerships. LTA's are therefore incentivised to create the network that passengers need. They will have greater control and accountability for routes in their areas. This is currently working in London, Hertfordshire, and Jersey. LTA's have the freedom to design services to meet local needs. Plans by LTA's must be ready by October 2021; however, these are not static, there will be improvement to buses over the long term. A Bus Centre of Excellence will be set up to communicate best practise and knowledge sharing.

There is a commitment to achieving Net Zero in the bus strategy. It is a significant challenge; however, people can be encouraged to move from cars to buses. £120 million is available to LTA's to upgrade buses to zero emission, the benefits to society outweigh the costs. There will be more opportunities to connect socially. The most iconic and treasured form of transport has been neglected in the past and the strategy will change this to make the vision happen.

The Chair thanked Baroness Vere and invited participants to ask questions.

***IL asked Baroness Vere what would happen if the Local Transport Authorities did not engage with the National Strategy. Also, what can Transport Focus do to help make the strategy work.***

Baroness Vere responded that in some LTA's bus ridership is very low in comparison to population density. There is a focus on 'carrots', making it easy for LTA's to engage. The bus service improvement plan guidance was published on Monday. There is also an expectation that LTA's speak to local communities, and can set up bus advisory boards, looking at employment for example. Transport Focus can provide support by helping LTA's to work out how to reach out to communities and to forecast trends in the future.

***KR asked whether the charter would help with the paying of compensation and, in terms of redress in general, whether the charter would help pay compensation when a passenger's rights was infringed. Currently, there was no mechanism to do this, unlike in rail travel where there was a rail Ombudsman. The question was how one could drive better behaviour.***

Baroness Vere explained that expectations have been set out in the bus passenger charter guidance. The focus is on incentives as there is a desire to drive the right behaviours into the system. More development work will happen in this area over time.

***TdP stated that he was thinking about the long-term plan for buses. He pointed to rail where there was a regular funding mechanism. He asked whether there were plans to introduce a mechanism, like a five-year plan, for buses.***

Baroness Vere responded that bus is not the same as the SRN or rail network. A commitment has been made to a £3 billion fund over the course of this Parliament. One of the ambitions is to make better bus corridors for high frequency routes. There will be greater visibility over the next few years. LTA's will be developing improvement plans and will need to be able to fund this.

## **5 National Bus Strategy: operator perspective - Katy Taylor, Chief Strategy and Customer Officer, Go Ahead.**

KT stated that no one was closer to customers than the bus operators. She noted that staff talked to customers on a daily basis, and that they knew what customers wanted and needed. A lot of innovation, especially outside London, had been rolled out on buses, including Wi-Fi and USB availability. However, the information received by staff needs to be fed back into services for delivery.

Go Ahead has a really engaged workforce with engagement of up to 70%. Training has been done to ensure colleagues are focused on customer service. Drivers have a role to play in ensuring buses are safe. All bus companies have apps and websites, tickets can be bought from mobile ticketing or contactless. Go Ahead has increased services ran for school children as they needed to socially distance.

There is an understanding of where new peak flows and services will be needed, which are linked to local communities. Local authorities have the opportunity to ensure their local communities are a place people want to live. There will also be control of planning through the strategy. For example, with section 106 planning, housing estates must not be isolated so that people become reliant on cars. Bus stops are often not nice, they are often just a flag on the side of the road. Bus stop infrastructure is a neglected area for public transport, this is within local authority capability and control.

The bus strategy is welcomed. Funding can pump prime services, as it usually takes two years for a new service to become commercially viable. Many vital services in public policy can be delivered if bus services are right. KT stated that she would like a bus strategy that runs along all public departments. She noted that if buses become more frequent and reliable, they become cheaper for operators to run.

The aim is for people to see that taking the bus is as easy and cheap as taking the car, and it also helps the environment. Currently, the government commitment to net zero in 2050 will not be met. Only 4% of roadside emissions come from buses. Mental health and social isolation are all impacted by bus travel. Bus passengers get 26 minutes more exercise a day than car users. It is imperative to get more people on public transport.

KT ended by saying that a cross government policy is needed that communicates walk or cycle if you can, if this is not possible then take the bus or train.

## **6 National Bus Strategy: local authority perspective - Pete Bond, Director of Integrated Transport Service, Transport for West Midlands**

The response to the pandemic has been a herculean effort from transport workers. PB stated that he welcomed the National Bus Strategy (NBS). Covid has been a wakeup call, and the strategy is a nod to the realisation that private companies and public authorities must work together.

For the last few years there has been a lack of collective responsibility and ownership in regard to buses. The NBS shows strong government support since deregulation. LTA's should get closer to the planning of services, timetables and punctuality. Funding will be put in place to support this. It was noted that some authorities are keen to work on better air quality. The delivery mechanism of franchising or enhanced partnerships are set out in the NBS. The latter of which is underway in the Midlands. In Coventry, funding has been received to deliver 350 emission free buses. Specific objectives for buses are underway in the West Midlands.

PB stated that there are two major risks:

1. Any level of funding that is withdrawn or reduced prior to April 2022 when the strategy must commence. LTA's need to be sure on the available funding commitment.



2. In regard to the cost of delivering, forecasting shows that it would cost £1 billion to deliver services in the West Midlands which delivers 10% of bus journeys across UK. £3 billion has been committed as funding, what will happen after the funding ends? Will services be self-funding or will LTA's bid for pots of funds?

PB emphasised that the government must work with LTA's to learn the true cost of delivery. He noted that it is a big challenge to have a strategy in place by October 2021. Relationships have changed and evolved since the pandemic. LTA's do not yet know when they will hear back or if a bid will be received.

PB ended by saying there is an opportunity to deliver vision, there are challenges to deliver Covid targets and also to meet targets. However, LTA's need to set out the ambition and not the delivery mechanism in October. How can they ensure clear delivery paths for the best outcomes?

## **7 Questions and Answers session - Jeff Halliwell, Chair, Transport Focus**

***The Chair asked KT, with international travel now allowed, what plans did the operators have to accommodate passengers, luggage and social distancing.***

The roadmap plans for social distancing to end. However, it will be a challenge. She remarked that, for a lot of industries, including bus operators, getting back to normal would not happen whilst social distancing remained.

***KR asked PB how can bus companies help to mend potholes in towns, and whether they should pay a levy.***

PB responded that conversations had been had with operators about how LTA's can provide support. KT noted that a bus full of passengers will have less impact on a pothole than individual car users and perhaps it should be the car user who should pay a premium.

***RB stated that although the National Bus Strategy gave hope, he wondered whether more work needed to go into identifying additional local resourcing. He was thinking of local congestion charges.***

PB responded that this was a big question for local authorities going forward. He commented that, as they came out of Covid, they needed to understand the devolved role of local authorities in this space. Working out the cost of delivering road space would be one of those questions.

KT highlighted the fact that the night economy in London had flourished with the help of night buses. She believed that every £1 invested in buses would deliver £10 in other areas.

## **8      Wrap up and forward look - Linda McCord, Senior Stakeholder Manager, Transport Focus**

LM highlighted the great ambition of the National Bus Strategy. She referred to both KT and PB who had emphasised the importance of strong partnerships to promote bus passenger usage. She indicated that Transport Focus would continue to measure customer satisfaction and to make sure that bus passengers' voices were heard.

The Chair thanked all those who had participated in what was a very useful discussion.

## **PART B: CORPORATE AFFAIRS**

### **1      Board meeting minutes: February 2021 - Jeff Halliwell**

The minutes were approved.

### **2      Committee meeting minutes:**

#### **2.1      Campaigns Steering Group (March 2021) - Rob Wilson**

It was explained that idea generation sessions have taken place and that the strongest campaign ideas were currently being analysed. Minutes were approved.

#### **2.2      Statistics Governance Group (March 2021) - Theo de Pencier**

Minutes were approved.

#### **2.3      Audit and Risk Assurance Committee (April 2021) Isabel Liu**

It was noted that internal audit have submitted reviews of the collaboration agreement with LTW. The risk conversation cycle has taken place, first at board level then at staff level. GIAA have proposed an increased number of audit days, this has been queried. Minutes were approved.

### **3      Reports from subsidiaries:**

#### **3.1      Transport Focus Wales Limited (April 2021) - Jeff Halliwell**

Minutes were noted, included that TFWL had ended the year with a small surplus.

**4     For Noting by the Board:**

*Items previously discussed and/or approved out of meeting.*

**4.1: Workplan and budget 2021-22**

**4.2: 2122-001#146 Omnibus travel surveys 21-22**

**4.3: 2122-002#142 SRUS 21-22**

**4.4: Transport Focus / London Travel Watch collaboration agreement 2021-22**

The items were approved by the Board.

**5     Transport Focus Wales Limited: parent undertaking guarantee - Nigel Holden**

The board approved the proposal.

**6     Private session.**

The Board **resolved**, pursuant to the statutory provisions regarding procedure, to move into private session to deal with business that was commercially confidential: the affairs of an individual or organisations will be disclosed, and such disclosure may 'seriously and prejudicially' affect their interests.

The resolution was proposed by Theo de Pencier and seconded by Arthur Leathley. The Chair countersigned the resolution.

**The live stream was terminated, and the meeting production team withdrew from the meeting.**

**Any other business**

There being no other business, this part of the meeting concluded at 15.30 hrs.

# Minutes

Transport Focus Campaigns Steering Group	
Date:	Thursday 10 June 2021
Times:	1000-1200
Location	Video Conference
Classification:	NOT PROTECTIVELY MARKED

## Attended

### Board members:

Rob Wilson	RW	Board member, Transport Focus, Chair
Theo de Pencier	TdP	Board member, Transport Focus
Laura Osborne	LO	Board member, London TravelWatch

### Management in attendance

Anthony Smith	AS	Chief executive
Jon Carter	JC	Head of board and governance
Stephanie Ahemor	SA	Board and governance executive
Louise Collins	LC	Senior stakeholder manager
Guy Dangerfield	GD	Head of strategy
Ian Wright	IW	Head of innovation and partnerships
Sara Nelson	SN	Head of communications

## A Standing items

Item	Subject
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1	<b>Chair's opening remarks; apologies and introductions</b>
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	The Chair suggested that a future meeting is held in person, although this will depend on the easing of the current restrictions..
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2	<b>Minutes of previous meeting: March 2021</b>
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	Minutes noted and approved as a true record.
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3	<b>Action matrix:</b>
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Outstanding items:

**CSG 2021-007 provide further details on measuring Highways England's (HE) performance in acting on users concerns.**

GD explained that measuring success is dependent on:

- How well HE has dealt with reports
- How effectively HE have responded to generic issues raised and adapted processes
- Whether SRUS scores show an increase over time

GD added that opportunities will be used through Chief executive blogs, social media and publications to communicate wins that have been achieved.

***TdP asked if we receive a monthly report from HE showing internally how they respond to user concerns.***

GD explained that success is measured through how HE have responded to user complaints. It is difficult to have a timeliness element, it is key that HE have the intent to respond in a reasonable timeframe.

**CSG 2021-008 review evaluation techniques and report back at the next meeting- to be reported at September meeting.**

SN explained that currently evaluation is around coverage i.e. clicks on social media and engagement. Evaluation will be built into the start in a better way in future campaigns. In the future, campaign awareness testing can be used, feedback can be solicited or research can be done through social media. Stakeholder surveys can also be undertaken. In terms of media, the communications team can evaluate in terms of whether Transport Focus's key message is used. Different tools will be used in different campaigns.

***RW asked if there is an idea of the penetration of our brand to the wider public.***

SN reported that at this time, following the publication of the Williams-Shapps plan, Transport Focus is now expected to become a 'household' name. Whenever there is an issue relevant to our interests, around 90% of the time we are contacted. In terms of the public knowing who we are, this is still low. This is being looked at and will be reformed post white paper.

LO noted that this would be an interesting discussion for the Board.

Action: SN to present paper on communications evaluation to September meeting.

4 **Campaign co-ordinator's overview (including summary grid)**

Make delay pay

This will be reviewed over the coming months. Transport Focus will respond to the ORR consultation, however will wrap up and exit from this campaign in the future.

## **B Campaign: Sort My Sign [approved campaign]**

1 **Campaign report to date**

Phase 2 of the campaign will begin when there is clarity on stage 4 of the government's roadmap.

2 **Update on resourcing, operational deadlines, and risks**

There has been a change of roles at Transport Focus. Jo Trotman is the new lead on the campaign. There will also be a change in the communications lead for the campaign. Work on the campaign remains consistent. A change request has been completed to reflect the move into the new financial year.

## **C Project Future update**

1 **Project future update**

The omnibus tracker is ongoing weekly until the end of September. Communities are now being wound up. There is a focus on qualitative work, including the piece on social distancing. Focus groups took place a few weeks ago. An interim report has been put on Connect and shared with the DfT, this is for internal use only. A group of users are being tracked to see how perceptions change. More detailed focus groups will take place at the end of June to see how their views have changed.

Segmentation reports use omnibus data but focus on five segments. Fortnightly reports are produced.

Travel with confidence is an ongoing part of the Project Future workstream, however there has not been active external campaigning due to sensitivities. The work has engaged with stakeholders particularly regarding social distancing.

***RW asked about the reaction of stakeholders to segmentation and if we would be able to see negative feedback if there is any.***

IW responded that any constructive criticism is taken on board. RW added that it is important to see the balance in feedback. Negative comments can be helpful in making improvements. IW stated that a monthly get-together is held with stakeholder staff, where IW asks for feedback on how to amplify Transport Focus's message.

### 1 Campaign planning

A number of sessions were held in April with staff and board members, more than half of which attended. The aim was to generate ideas and allow staff to contribute to campaign work. Following these, a small group collated feedback from across the sessions and tested whether any of the ideas had campaign potential. Some of these were developed into an early campaign plan.

LC ran through some of the ideas that were not tested including; electric vehicles and consumer view of charging EV's. Currently our evidence base and reputation in this area is being built. This year, a quantitative survey on EV charging will take place, as well as qualitative work around the experience including accessibility and wait times.

#### ***LO asked if we can we monitor to see when consumer perception to EV charging changes.***

GD responded that an online tracker will establish a baseline and also will demonstrate when the issue becomes out of sync.

TdP noted that if Transport Focus comes under funding pressure in the future, the priorities that can be saved must be identified. Must keep tracking and identify the point in which to 'up our game'. AS added that there are currently a limited number of users. The tracker shows if and when work in this area becomes a detriment. A useful product in this area is likely to attract more funding. AS suggested a toolkit to monitor the reliability of charging kit across different locations. RW noted that other organisations will enter the field of play if Transport Focus does not. LC stated that more work will be done in this area, although it may not be a specific campaign.

All lane running / smart motorways were mentioned in campaign sessions due to its current visibility in the media. It was felt that it was not the right area for Transport Focus to campaign in, as well as being politically sensitive. Transport Focus will continue to influence through policy.

A working group has been set up to work on bus strategy. More than 80 local transport authorities (LTA's) have been contacted to offer help. Best practice guides are being developed. There is a significant workstream in this area, but we do not envision a specific campaign.

There were suggestions to revive the previous 'Give bus a go' campaign in the West Midlands, however it was difficult to set a clear measurable objective. There may be an opportunity to partner with another organisation. Work could also be done through the travel with confidence campaign to break down barriers to travel.

There were ideas around rail fares and tickets and train planning. It is not considered the right time to launch a campaign in this area until the landscape ahead is clear.

Accessibility was raised in almost all campaign sessions. This looked at an accessible transport network as well as transport poverty. Some topics in this area are niche; what benefits one group may not benefit another.

The final area was sustainable transport. Transport Focus is still building up its evidence base and profile in this area. A lot of our current work already feeds into the sustainability agenda.

RW stated that staff engagement was an important process as it shows they are engaged and enthusiastic. RW noted that feedback to staff was crucial. LC thanked LO and Emma Gibson for their support. A board paper will be submitted in July, following this there will be feedback to staff. This process has been built into future campaign planning. AS added that this would be a key part of a future workplan.

## **2 Summary of campaign ideas**

Covered in item D1.

## **3 Road surface quality – quick campaign plan**

Currently testing ways in which this would work if it were to become a campaign. It is a top priority for improvement for road users. It is not only focused on pot holes but also road markings etc. This campaign would look at how it affects journeys. There are measurable objectives. The campaign objectives could be measured through SRUS, could pilot a project in a specific area with HE or could set higher standards with HE. There is not currently an easy way for people to report road issues, it was suggested that the sort my sign campaign could be adapted.

There is already a strong relationship with HE, safety is their top imperative. There are risks, but is it interesting enough? If progressed to the next stage, Transport Focus could then explore how to make the topic more interesting and consumer focused. There is an issue between the crossover of local roads and strategic roads. However, a mechanism was built into sort my sign to push people to the correct reporting channel.

TdP noted that safety is critical. Road surface quality is multi faceted and a big issue. He noted difficulties in making the topic interesting for consumers. Added that there needs to be an emphasis on road safety quality improving the passenger's journey.

AS stated that Transport Focus focuses on changing issues in the short term. Is it salient to focus on this campaign now? Currently environmental issues are topical. RW stated that campaigns seem to be risk averse, but this could be down to the board's risk appetite.



TdP explained that economic recovery could be an angle for the campaign. The majority of freight drives on the strategic road network.

**4 Travel with confidence – quick campaign plan**

Covered in item D5.

**5 Crowding – quick campaign plan**

With both of these campaigns, specific measurable objectives can be set. There are existing tools that can be used to measure. Train and bus operators can be influenced to increase the quality of their information. However, both of these areas are very fast moving at the moment. Effective work is being done in these areas at the moment with an agile mindset.

RW noted that this is not an appropriate time to campaign on crowding during the pandemic. It is not yet known if public transport will return to the levels of crowding pre-pandemic. LO added that there is a consumer change towards travel. Social distancing also may not also remain relevant in the future.

LC asked CSG to conclude this section with a discussion about Transport Focus' approach to and appetite for campaigning at this time.

LC stressed that our response to the Williams-Shapps paper and the National Bus Strategy will dominate our work and tie up our resource over the coming months. The Williams-Shapps review is also likely to require Transport Focus to change and reassess what sort of organisation we want to be. Our approach to campaigning should be considered as part of these changes.

The campaigning mindset and agile approach has been useful and we intend to keep this within our work. However, we should consider whether Transport Focus is more successful through a traditional influencing approach than true campaigning.

AS responded we have had success with campaigning, however in the light of current issues this may not be the right time to plan further campaigns. LO asked if there are timeframes for change in line with William-Shapps plan for rail as this may determine how long a campaign hiatus would be.

AS explained that we must clarify with the DfT what exactly they want from the organisation. This should be clarified in the next six months.

RW stated that this would be a major change in the way that Transport Focus operates in the short to medium term. It was noted that it may be difficult to restart campaigning if it is brought to a close. This requires further discussion by MT, CSG and Board.

At the next (September) meeting, CSG should look at campaigning against the workplan as a whole with a view to discussing options with the Board.

It was agreed that the campaign planning papers seen by CSG today (D2, D3, D4, D5) should be submitted to the July Board meeting to keep the Board updated.

Action: LC to present campaign planning update to July 2021 ME\*

Action: LC to present 'approach to campaigning' discussion paper to September CSG\*\*

## E Other

### 1 Any other business

None.

1200

Close

Date of next meeting: Thursday 09 September 2021 1030-1200

\* subsequently changed to October 2021 ME

\*\* subsequently postponed until wider discussion on campaign planning at October 21 MWE

# Minutes

## Transport Focus Statistics Governance Group

Date:	Wednesday 16 June 2021
Times:	10:00 – 12:00
Location	Video Conference

### Attended

#### Board members:

Theo de Pencier	TdP	Board member, Transport Focus, Chair
Rob Wilson	RW	Board member, Transport Focus
Alan Benson	AB	Board member, London TravelWatch

#### Management attendance

Anthony Smith	AS	Chief Executive
Louise Coward	LCd	Head of Insight
Stephanie Ahemor	SA	Board and governance executive
David Greeno	DG	Senior Insight Advisor
Murray Leader	ML	Senior Insight Advisor

### Apologies

Jon Carter	JC	Head of board and governance
Robert Pain	RB	Senior Insight Advisor

A Standing items	
<b>1</b>	<b>Chair's opening remarks; apologies and introductions</b>
	TdP welcomed everyone to the meeting. Apologies were received from Jon Carter and Robert Pain.
<b>2</b>	<b>Minutes from previous meeting: March 2021</b>
	<p>Section B Item 1 (page 3, 5th paragraph) to be amended to read 'LCd would be meeting with the DfT in March to discuss the measurement of passenger satisfaction'.</p> <p>Minutes were approved.</p>
<b>3</b>	<b>Action matrix</b>
	The action matrix was noted. TdP thanked LCd for circulating the document on the review of the NRPS. The subject of panel recruitment would be covered in today's agenda.

B Rail Passenger Satisfaction	
<b>1</b>	<b>Interim measurement of rail passenger satisfaction</b>
	<p>DG reported that the survey fieldwork had predominantly been undertaken via an online panel survey. DG reported that more than 11,000 responses had been received with nearly 6,000 from users who had made one or more journeys. Some smaller train companies had a small sample size, which was to be expected due to the effect of restrictions during the pandemic. DG had given a presentation to internal colleagues and stakeholder managers on Monday which had included TOC results; results were still being checked and managers had been asked to scrutinise the top results to identify any issues.</p> <p>TdP asked whether the low responses concerning Gatwick Express, Grand Central, Heathrow Express and Hull Trains had been due to decreased output. DG confirmed that these companies had ceased running services for a period of time during the pandemic, resulting in sample sizes lower than 50.</p> <p>DG reported that an online event would be held to present the key findings to TOCs and other rail stakeholders, DG would liaise with communications regarding planning and would confirm details at a later date.</p> <p>AB felt that the satisfaction of rail users would be dynamic and variable on a weekly basis, dependent upon changes in government guidance on trains regarding social distancing which could lead to busier services or limited seat availability. LCd stated that capturing passenger satisfaction was a challenge. She was not confident in the robustness of the sample that had been achieved as it had been based upon a survey positioned at a general level of passenger experience during the period of</p>

	<p>lockdown and expectations of returning to rail travel after a period of not using it. LCd stated that the results had not yet been published but had been shared with the DfT. DfT were keen for Transport Focus to progress with re-specifying the passenger satisfaction survey and to continue to work to the timeline for the new rail tracker survey in April 2022, bearing in mind the need for flexibility in terms of Covid and plans around the Great British Railway.</p> <p>AS felt that the data within the survey would provide useful insight moving forwards.</p>
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<b>2</b>	<p><b>Update on plans for future measurement of rail passenger experience</b></p> <p>Information in the paper described how a multi-method approach would be piloted to potentially track passenger satisfaction in the future. An agency had been appointed to carry out the project with the aim of finalising fieldwork before July. A timeline was included in the paper which culminated with the launch of the new rail tracker survey in Spring 2022.</p> <p>DG advised that the publication of the interim rail passenger survey would be presented in an online event, with an update for stakeholders at a later date. DG had been holding regular meetings with the DfT and would be attending a meeting with Network Rail later today to update on the NRPS.</p> <p>AS highlighted that the timetable had been tightly set out, and a new insight method was being sought in an environment where people were travelling less. AS also felt that Great British Railway would be subject to change and recommended caution as many factors were still unknown at this point in time. DG and LCd would continue to update SGG as matters progressed. RW agreed and raised the issue of obtaining a level of responsiveness to ensure meaningful data was published. LCd acknowledged that it took a long time for passengers to report their experience and there was the need to deliver a method or design that would provide the opportunity for instant or 'real time' feedback. LCd reported that on buses currently there was an experiment on passive recruitment, which provided instant feedback and speedy response.</p> <p>AB pointed out the need for multi-approach data gathering to ensure that those without digital access would not be excluded, in light of face-to-face data collection currently not being possible. AB queried whether Transport Focus could learn from TFL's performance-based matrix on customer satisfaction to avoid reinvention of a new system.</p> <p>AS stated that the DfT would want a statistically robust official measurement of GBR in terms of regions and concessions, but queried how Transport Focus would obtain details in the short to medium term in terms of experience from the previous month or week.</p>
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	<p>LCd agreed on the importance of obtaining real time anecdotal information. LCd referred to TFL's advantage of online customer accounts where specific feedback of journey experience could be obtained.</p> <p>RW referred to outsourcing to survey organisations and queried whether this could be brought in-house with the right technology to enable Transport Focus to own and run its own resource in this area.</p> <p>TdP advised that this would be discussed at the member event next week.</p>
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## C Bus Passenger Satisfaction

<b>1</b>	<b>Getting passengers back on buses</b>
	<p>LCd reported that getting passengers back on board had been successful, the plan had been positively received by stakeholders and the quantitative results shared with the bus industry challenge group who were supportive of the findings. Transport Focus had benefitted from funding from the Welsh and Scottish Governments for that project. RP would be presenting the results to them this week.</p>
<b>2</b>	<b>Update on plans for future measurement of bus passenger experience</b>
	<p>LCd reported that segmentation had been successfully applied which had been developed through the regular Omnibus survey. TdP felt that the segmentation work in conjunction with the Government bus strategy, along with local transport authorities' desire for help from Transport Focus was evident and well timed.</p>

## D Strategic Road Users Survey (SRUS)

<b>1</b>	<b>General update and future planning Louise Coward</b>
	<p>LCd reported a keen level of interest from operators and authorities in obtaining opinions and information from their passengers. There was a plan to run a Feedback Ferret pilot. This passive recruitment approach would involve placing stickers and posters on buses and bus stops offering passengers the opportunity to participate in a feedback survey for Transport Focus which would be accessed via a QR code or url. It was hoped that this would attract a different demographic. The survey would be live for around 4-6 weeks from July. This initial survey would hopefully access a different subset of the population, and identify how future surveys could best be used, reducing the need for interviewers to conduct face to face surveys.</p> <p>RW suggested the addition of driver or guard announcements to remind people where they could register their journey experience and assist in increasing input and reaction to the stickers. LCd agreed that this was a good idea, if it helped generate extra attention. It was hoped that at the end of the pilot, the response rate</p>

	<p>could be compared with the operator's feedback, and would help identify Transport Focus as an independent watchdog to passengers.</p> <p>AS stated that all good service providers should be obtaining information from customers on a daily basis and encouraging people to leave feedback. It would be important to build the thought process in at this stage prior to the GBR era when it would be essential to be alert to feedback. AB felt that there was a large scope for technology-based feedback opportunities, with the importance on short concise responses which could be completed during the bus journey.</p> <p>LCd reported that SRUS was now being managed by Jo Curran, a freelancer who looked after the data hub and who already knew the survey well. The early overall satisfaction figure from 328 April journeys was 79% which compared with a pre-Covid figure of 81%. This would be reviewed as a larger gap had been anticipated. The confirmed figure would be made available on the hub next week. Highways England were kept fully informed throughout.</p>
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## E Logistics and Coach Manager Survey

1	Logistics and Coach Manager Survey update
	<p>There had been an improved survey response rate after changing the font size and wording. ML was pleased with the response profile, which was very close to the road freight survey and had come back from the intended people. In terms of statistics, ML was looking at completing the quality of questions and adding in sub-questions. There were only four limited changes to questions that would be posed. In terms of the budget, there was insufficient funding to carry out the online completion option this year nor the deployment of C4 envelopes.</p> <p>TdP advised that one of the key problems in pursuing DfT for more funding was the huge shortage in HGV drivers. He had noted that HGV drivers were known users of smart phones during their break times and suggested accessing the ability to connect with drivers via their mobile phones which would be beneficial to get the direct views from HGV drivers rather than relying on trade associations. ML advised that originally the online option was for completion by transport managers and agreed that accessing drivers would be a powerful asset for DfT and Highways England. TdP noted that Highways England had only scored a 50% satisfaction rate, but Transport Focus had not received initial feedback. He felt that users of the strategic road network would be interested in this result. The strategic road network was essential to industry. ML agreed that there had been insufficient focus on the result and would write to DfT with the results of the survey for their opinion.</p> <p><b>Action: ML to feedback LCMS Highways England results to DfT (July 21)</b></p>

	<p>ML stated that the project had been approved and would progress steadily, he did not envisage any major change next year. ML would like to try the online option if budget allowed next year.</p> <p>TdP thanked ML and felt that there was a lot of potential for opportunity.</p>
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## F Any other business

<b>1</b>	<b>Motorway Service Users Survey update</b>
	<p>LCd reported that discussions were underway to look at September and beyond. Welcome Break had approached Transport Focus for their assistance, and it was significant that they wanted Transport Focus involvement until they were able to provide a usual service.</p> <p>TdP recommended that clients be kept up to speed and consulted, and there was no such thing as too much contact, with many of them having different trading times. It would be good for Transport Focus to pick up the motorway service users survey when it reappeared next year.</p>

<b>2</b>	<b>Panel recruitment</b>
	<p>LCd reported that a recruitment exercise had taken place in March where invitations had been sent to households inviting people to join the transport user panel. There had been five variants of letter and in total just under 5,000 panel members joined, now totalling 22,000. The newcomers included females and young people which was positive. Prior to the exercise, 56% were male and 62% over 65. Current figures were 51% male and 43% over 55, so the exercise had achieved its objective. The sign-up process was easier with fewer applicants dropping out. Information would be obtained from the transport user panel by means of focus groups, and photo requests. LCd would report back to the SGG on progress.</p>
<b>3</b>	<b>Any other business</b>
	<p>It was suggested that omnibus reporting and segmentation should be added to a future agenda. TdP noted that the terms of reference of the committee would need to be looked at to ensure these items fell within the group's remit.</p> <p><b>Action: Check terms of reference and update as required</b>  <b>Action: Omnibus reporting and segmentation to be included in future agenda</b></p> <p>LCd reported that some government organisations were reporting difficulty in getting suppliers to put in tenders for work procurement. Though Transport Focus were not having difficulties it was important to be aware of potential issue. LCd was currently researching a preferred supplier list. All existing suppliers would be informed that they needed to reapply. LCd hoped to have formed a new supplier list by October. TdP advised that it was important to reassure current suppliers that they would continue to work for Transport Focus despite the re-tendering process.</p>



# Minutes

	TdP thanked everyone for their contributions. The meeting closed at 11.45am The date of the next meeting is <b>15<sup>th</sup> September 2021.</b>
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## Summary of actions

Ref	Ref	Date	Subject	Action description	Owner	Due
SGG	2122-001	16/06/21	Highways England LCMS satisfaction result	Feedback 50% Highways England result to DfT	ML	July 21
SGG	2122-002	16/06/21	Terms of reference	Check and update as necessary	JC	Sep 21
SGG	2122-003	16/06/21	Omnibus reporting and segmentation	To be included on future agenda	SA	Sep 21

Signed as a true and accurate record of the meeting:

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Theo de Pencier, Chair

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Date

Transport Focus Audit and Risk Assurance Committee	
<b>Date:</b>	<b>Tuesday 15 June 2021</b>
<b>Times:</b>	<b>14:30 – 16:00(14:30 – 15:06)</b>
<b>Location</b>	<b>Video Conference</b>
<b>Classification</b>	<b>NOT PROTECTIVELY MARKED</b>

## Attended

### **Board members**

Isabel Liu	IL	Board member, Chair
Arthur Leathley	AL	Board member for London
Kate Denham	KD	Board member
Anthony Smith	AS	Chief executive

### **Management attendance**

Jon Carter	JC	Head of board and governance
Nigel Holden	NH	Corporate services director
Stephanie Ahemor	SA	Board and governance executive

### **Other attendees**

Martin Burgess	MB	Engagement Director, NAO
Aaron Condron	AC	Head of Internal Audit, GIAA
Hazel Phillips	HP	Public Affairs Advisor

## **Item Subject**

### **1 Chair's opening remarks; apologies, introductions and declarations of interest**

No apologies were received and no declarations of interest were made.

IL welcomed everyone to the meeting, the main purpose of which was to review the annual report and annual accounts, along with the work of the internal audit and NAO.

### **2 To discuss the format and contents of the Annual Report and Accounts for 2020-21**

AS introduced the final draft of the Annual Report and Accounts for 2020-21 which in his opinion were an accurate and fair reflection of what had been an extraordinary working year. The advanced final draft had been circulated and viewed by all board members. AS recommended the draft report to the Committee. Comments and questions were invited.

KD expressed her appreciation that previous detailed feedback had been incorporated into the report, and comments made last year had been taken into account.

### 3 To note the annual internal audit opinion for 2020-2021 of the Head of Internal Audit

AC introduced the annual internal audit opinion for 2020-2021 which was now completed. AC thanked everyone who had supported the delivery and enabled the completion of this work. The executive summary outlined the following findings:

- The overall opinion provided was of 'Moderate Assurance'
- Governance arrangements had been sustained during the year
- The risk management framework continued to operate effectively
- Transport Focus had responded effectively to the challenges of Covid-19, with key controls continuing to operate as designed
- Transport Focus had strengthened its relationships and focused on its regional reach during the year
- GIAA found a robust management framework in place
- Transport Focus would continue to operate in an uncertain and changing environment during 2021/22

In summary, AC reported some areas of improvement but no significant weaknesses. In his opinion the management of Transport Focus had showed good oversight and direction in responding to the pandemic; emerging risks had been mitigated, and core work had been delivered. This had been supplemented by an increased level of strategic risk during the last year, and core controls had operated as designed. AC reported that the strategic wider-themed work that had been undertaken by Transport Focus over the year to strengthen regional reach and relationships would benefit the organisation.

IL was pleased with the substance and process of the internal audit. The collaboration with London TravelWatch had been a strategic and significant change, and the establishment of Transport Focus Wales as a legal entity had also been a positive strategic change and would assist as a roadmap for Scotland in the future.

IL acknowledged the core controls which had been necessary to adapt quickly to enable remote working, whilst ensuring the necessary level of governance and internal communications. IL also noted the review of the project management framework had been positive.

AS commented that the pandemic had tested all systems but output had increased considerably. Governance arrangements which had been put in place prior to the pandemic had stood up to the test both internally and externally.

The Committee **NOTED** the 2020-21 Head of Internal Audit opinion.

- 4 **To note the audit completion report, letter of representation and proposed Auditors Report to both Houses of Parliament (including opinions on regularity and any other matters raised by the Comptroller and Auditor General) and to note any response by the Corporate Services Director**

MB reported that the audit completion report awaited some final comments from NH regarding the accounts. He advised that Albany House would be recognised as a right of use asset however no formal contract was yet in place. This would be reviewed once a formal lease agreement had been signed. An adjustment had also been included to remove Fleetbank House where Transport Focus no longer had access to the asset.

No significant change had been made to the letter of representation from previous years. The proposed audit certificate would be issued once all adjustments had been completed.

AL enquired when the Albany House lease was expected to be signed. NH confirmed that the Department for Transport had to sign the lease on behalf of Transport Focus, which had been delayed. It was hoped that the lease would be signed as soon as possible, however in the meantime an informal agreement was in place whereby Transport Focus had occupational rights to Albany House. The property had already been fitted out. Staff had been allowed access to the property since March and security passes had been issued.

IL sought clarification concerning the difference between accrued and deferred cash income in relation to grant in aid and the effect on income statements. MB explained that grant in aid should have been included within financing but had been included into deferred income therefore an adjustment would be necessary. MB assured that the deferred income this year was immaterial.

IL complemented MB's team on their timely completion of the audit.

The Committee **NOTED** the audit completion report, letter of representation and proposed Auditors Report.

- 5 **To consider whether any material or significant unadjusted misstatements (ie other than those considered to be appropriately not corrected) set out in the *Identified Misstatements* section of the completion report should be corrected (if not, reasons must be recorded)**

MB clarified that adjustments highlighted within the report were wholly immaterial from NAO's perspective and therefore no adjustment requests would be made.

The Committee therefore agreed that unadjusted misstatements should not be corrected.

**6 To endorse the Governance Statement within the annual report and accounts**

JC reported that the Governance Statement was similar to the previous year, in terms of scope and structure of governance, internal control and risk. The statement covered the changes to the board during the year, the only key change being the end of Phillip Mendelson's term of office and the start of Patricia McAuley's term. The statement outlined the purpose and functioning of the Audit and Risk Assurance committee and other aspects of governance arrangements. NH had inserted two paragraphs specifically relating to the pandemic and covid response and also statements on data handling and managed risks.

There were no comments or questions and the Committee **ENDORSED** the Governance Statement.

**7 To note the Committee's DRAFT annual report to the Board of Transport Focus**

IL introduced her draft annual report. Depending upon the outcome of today's discussion and review, the report would be submitted to the Board for a member's event later this month, following which it would be presented as part of the official board meeting in July. IL explained that the report would be updated to include the NAO report for final review.

JC felt the report reflected a coherent narrative of the work of the Committee over the year and thanked IL for a comprehensive and interesting read.

IL thanked AC and MB for providing good summary comments that she was able to incorporate into the report. Final refinements would take place prior to the report going to the Board.

**8 To agree the format and contents of the annual report and accounts for 2020-21 and, if so agreed, to resolve to propose to the Board that the annual report and accounts be adopted**

IL stated that the Committee were now in a position to formally agree the format and contents of the Annual Report and Accounts for 2020-21 and **RESOLVED** to propose to the Board that the annual report and accounts be adopted.

The Committee unanimously **AGREED**.

## 9 Any other business

IL enquired whether the timetable for board approval of the annual report and accounts would be by circulation email rather than a physical or video meeting. JC confirmed that Board endorsement would be sought without delay based upon the Committee's resolution always assuming that the final adjustments were not material.

*There being no further business* the meeting concluded at 15:06hrs.

### **Dates of next meeting:**

Wednesday 14 July 2021 1000-1200

Signed as a true and accurate record of the meeting:

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Isabel Liu, Chair

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Date

Audit, Risk Assurance and Remuneration Committee	Date	14/07/2021	Time	1000-1200	Venue	Zoom
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**Attended****Board members**

Isabel Liu	IL	Board member, Chair
Arthur Leathley	AL	Board member for London
Kate Denham	KD	Board member

**Management attendance**

Anthony Smith	AS	Chief Executive
Jon Carter	JC	Head of board and governance
Nigel Holden	NH	Corporate services director
Stephanie Ahemor	SA	Board and governance executive

**Other attendees**

Aaron Condon	AC	Head of Internal Audit GIAA
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**Apologies**

Martin Burgess	MB	Engagement Director, NAO
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**A Standing Items**

- 1 **Chair's opening remarks; apologies, introductions and declarations of interest**  
Apologies were received from MB. No declarations of interest were made.
- 2 **Minutes from previous meetings:**  
**April and June 2021**  
The minutes of the previous meetings were approved.
- 3 **Action matrix**  
There were no outstanding items.

**4 Meetings of subsidiary undertakings****4.1 Transport Focus Wales Ltd****Business Meeting notes (June 2021)**

These were noted.

**Board meeting minutes (June 2021)**

These were noted.

**4.2 Transport Focus Scotland Ltd****Business Meeting notes (May 2021)**

These were noted.

**B Finance and statutory reporting****1 YTD finance report**

The report had been prepared with figures up to the end of June. NH reported that it was likely some funding would be released from the tracker surveys allocation for additional research or other activities. The Omnibus survey had been factored into the forecast until September. Additional income was in line with anticipated budget targets. Some projects from last year were flowing into this year's report which had provided a boost to funding. Overall, budget targets were on track.

**2 Annual report and accounts 2020-21: update**

The annual report and accounts had been laid before parliament yesterday. The process had now completed for this year.

**C Business performance management and internal audit****1 Project management reports****1.1 Project summary report and record of projects (lite version)**

The report outlined the project status as at 30<sup>th</sup> June 2021. NH highlighted the 'red' projects which hadn't progressed as anticipated and were to be closed.. The project summary report would be updated with all conclusions prior to the next meeting.

**1.2 Business planning: workplan update**

AS reported that due to the number of uncertainties caused by the ongoing pandemic, Transport Focus had limited planning to a six month period. The drafting of the next six month plan would start in September. The forthcoming publication of the transport decarbonisation plan would provide a huge opportunity for Transport Focus, and would provide a unifying theme to work on green



issues. Ongoing time and energy in future projects including the William-Shapps plan for rail , bus strategy and electric vehicle recharging scheme meant that Transport Focus did not anticipate a large variation from the first six month plan. AS emphasised the importance of looking ahead to next year. The draft plan would go before the Board with a view to signing off by October. AS advised that if there was sustained long term work on green issues, Transport Focus may have to increase its staff skills set within this area, however in house staff were up-skilling in the meantime.

### 3 **Internal audit progress report**

The Audit Plan had now completed, and the core controls report had been included in full within the report. Work had started on the complaints process handling audit. AC sought the approval of updated Charter and the memorandum of understanding which set out the agreement between GIAA and Transport Focus.

The Committee APPROVED the Charter and memorandum of understanding.

### 4 Internal audit reports

#### 4.1 **COVID 19: Core controls**

AC reported that a wide-ranging piece of work had been done to look at Transport Focus's response to the pandemic and performance from an operational perspective. The opinion outcome was of a 'moderate' rating in that the response had been broadly effective. IL felt this piece of work had been helpful in highlighting the organisation's ability to respond to a new situation through internal communications; setting up for working from home, regular engagement with key stakeholders and how that matched with business continuity planning.

It was agreed that it would be useful to share the best practice of other public bodies in terms of practical issues. AC would undertake this informally via the hub of data on the intranet and would report back to the Committee. IL would also forward relevant government insight webinars on business continuity during Covid.

The committee discussed the relevance of continuity plans for use in unprecedented emergency situations. It was agreed that the plans were for guidance purposes to ensure systems were in place when needed rather than planning for a particular set of circumstances. The plan had been scrutinised within the internal audit of business continuity and would be refreshed in the next cycle.

### 5 **Rolling internal audit action log**

JC reported that plans were in place to address the two outstanding actions from 2019/20 and gave assurance that these would be closed before the next meeting. Wide ranging discussions regarding campaigns had taken place within Transport Focus and

London TravelWatch, and a paper would be presented at the forthcoming member events and campaign steering group. It was anticipated that closure on the recommendations would be achievable in the next six months.

AL was keen to understand how Transport Focus gathered the views and experiences of users, and hoped that if there was a lack of appropriate feedback and user satisfaction, this would be reported.

D	Risk
1	<b>Strategic risks and opportunities – updated (includes updated team risks)</b> AS introduced the fully updated strategic opportunities and risk register, which the committee endorsed. It would now go the Board for final review. It should then become a living document. It was also agreed that this would become a proactive planning tool to consider long term positioning in decision making. AL queried the possibility of a collaborative mechanism for an awareness of risks between the two organisations. AS agreed that it would be useful for London TravelWatch to refer to the document and had no issue with sharing the report.
2	<u>Information risk</u>
2.1	<b>Q1 Information risk report</b> JC reported on recent freedom of information requests. There was still some updating to be done post-Brexit, which it was hoped could be built in to the data protection compliance review, now scheduled for September / October 2021.
2.2	<b>Q1 Information risk assessment and data map</b> The data map was updated every quarter and was a living document on Connect. A comprehensive update had taken place between January to March.
2.3	<b>Annual SIRO letter to Accounting Officer 2021</b> Noted.
2.4	<b>Updated Freedom of Information Act Publication Scheme</b> Noted.
3	<b>Team risks: Corporate services</b> Monitoring of cyber risk continued. Staff had been issued with reminders about the importance of IT security and when not to open documents.

Resources were in place to ensure legal compliance within Transport Focus and TravelWatch in relation to HR, payroll and taxes. Succession planning was in discussion. Transport Focus had a low staff turnover and a good track record of internal progression. A discussion was on the next board agenda to capitalise on opportunities within the organisation. JC reported that succession management would also appear on the Board agenda, and in light of the change of Chair due in the next six months.

## **E Governance and scrutiny**

### **1 Annual review: whistleblowing**

There were no changes to report to the committee.

### **2 Annual review: ARAC terms of reference**

The Committee considered its terms of reference remained fit for purpose.

### **3 Non disclosure agreement with DfT**

Transport Focus was proposing to sign a non-disclosure agreement in relation to the rail reform process, and the DfT had now requested the signed agreement be extended to the whole organisation. The agreement would need to include AL and Emma within LTW due to their being privy to certain information..

The committee agreed to the non-disclosure agreement and that the board would be made aware of general progress.

### **4 LTW Collaboration Agreement: strategic value forecast and actual calculations**

NH reported that figures within the 2021/22 agreement have been fully refreshed and a summary of net positions was close to those forecast. These figures would be monitored for assurance. NH advised that a group had been set up following the collaboration agreement to track the working arrangement and whether value was being achieved. Numbers and activities would be reported on a quarterly basis. The strategic value statement listed the benefit in kind that Transport Focus and LTW provided in joint activities. AL reported that the London Assembly were confident that a real and tangible benefit was being met. The balance in favour of Transport Focus was not a problem at this stage.

**F Staffing and remuneration****1 Staff forum update**

The biggest issue at the moment was the potential to return to travel and office-based working. NH had formulated a consultation to map progress and the desire of staff to return. There was currently no pressure on staff, this would be monitored and reviewed at Christmas. Staff continued to be concerned about vaccinations and variants. A staff attitude survey would be circulated in the near future to obtain a benchmark on staff attitudes. Staff would be able to input anonymously. There were opportunities for one-to-one conversations with members of staff who were struggling.

**2 Absence and diversity report**

NH reported no major problems in terms of staff absence. There had not been any cases of Covid reported, but some absence had been noted due to the after effect of vaccinations.

**3 Staff development update**

AS reported that the lunch and learn programme was ongoing and staff would continue to be supported with training and development opportunities. He noted that staff were encouraged by being given more responsibility whenever possible, and through delegation.

Equality and diversity in recruitment was discussed. There were concerns regarding job advertising through the civil service website as historically this had not produced a diverse pool of candidates. Transport Focus had approached agencies directly to ensure diversity and to seek to recruit BAME candidates at senior level. Regarding accountability, AS could provide a good explanation why Transport Focus would continue to use agencies to recruit staff where immediate results were needed and diverse recruitment was a necessity.

**4 Pay remit update**

A ministerial announcement was awaited concerning the reapproval scheme and whether this would be on the same basis as 2021. This would confirm whether approval was needed to change the scheme.

**Other****1 Any other business**

There was no other business to report.

**2 ARAC annual self assessment**

This discussion was held in private.

**3 Close**

There being no further business the meeting closed at 11.50 hrs

Signed as a true and accurate record of the meeting:

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Isabel Liu, Chair

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Date

## TRANSPORT FOCUS WALES LIMITED

Albany House, Ground floor west, 86 Petty France, London SW1H 9EA

Telephone 0300 123 0855

### BUSINESS MEETING NOTES

Date: Tuesday 08 June 2021  
 Location: VIDEO CONFERENCE CALL ONLY  
 Time: 1000-1100  
 Classification: **NOT PROTECTIVELY MARKED**

#### Attended

Cllr William Powell	WP	Director, in the Chair
Nigel Holden	NH	Director
Jon Carter	JC	Secretary
David Beer	DB	Senior Manager Wales, Transport Focus
Michelle Roles	MR	Stakeholder Manager Wales, Transport Focus
<b>Apologies</b>		
Jeff Halliwell	JH	Director, Chair
David Sidebottom	DS	Director
Anthony Smith	AS	Chief Executive, Transport Focus
<i>Copy to</i>		
Hazel Philips	HP	Public affairs advisor

Item	Subject	Action reference (if any)
1	<b>Chair's opening remarks; apologies; declarations of interest.</b> WP welcomed everyone to the meeting and noted apologies as above. He referred to his recent term extension by Welsh Ministers, and noted the new departmental and ministerial line up at the Welsh Government. There were no declarations of interest.	

## **2.1 Notes from previous meeting**

The notes from the meeting held on 7 April 2021 were agreed.

## **2.2 Action points for updating not covered elsewhere**

There were no outstanding actions.

## **3 Reports**

### **3.1 Operational report**

MR introduced her report:

MR had continued to work closely with TfW in their work around the introduction of the MKIVs for the Cardiff-Holyhead route. She was also invited to join their new customer panel which means the passenger voice will be represented. We have been keen to ensure that the panel is diverse and includes representatives from various groups. It is envisaged that passengers will be fully involved in the process, with the opportunity to experience the service themselves and to have involvement in actually using the quality audit tools to see how they work in practice. We have been keen to ensure that whilst the premier service is being developed that passengers in standard class are not forgotten.

In terms of recruiting to the panel, there was some discussion about compensation, which needed to be resolved.

The office move for Transport Focus Wales has now taken place with the new location in a very central position near to Cardiff Queen Street station. Whilst viewing the offices, MR was afforded the opportunity to travel on several Transport for Wales services and to experience travel as a returning passenger. This was invaluable in being able to highlight to TfW some areas which need improvement. This included revenue protection issues. A report was submitted to TfW showing areas of good practice such as availability of staff to support passengers, accuracy of the new capacity checker tool, and wayfinding at stations, but also areas for improvement such as inconsistencies between stations in terms of availability of toilet facilities, social distancing signage and face covering compliance – some passengers were struggling with this in the hot weather. Work is ongoing with TfW to ensure they address

any concerns, which had been reconfirmed through our insight work. There remained some capacity issues, not least on Barry Island and coastal services, and availability of TVM's. Generally, however, the experience had been positive. Issues in respect of GWR services had been fed back to Nina.

WP queried the extent of welfare provision for passengers. This was difficult whilst many staff were still furloughed, but MR would review the potential for short-term improvements as lockdown restrictions potentially eased. There had also been reports of anti-social behaviour between Newtown – Aberystwyth. MR would keep an eye on this, noting the difficulty with unstaffed stations – volunteers could not be available everywhere.

Trespass had also been an issue, with discussions taking place with NR and BTP.

Meetings had taken place with the TfW customer insights analysts to ensure she is sighted on our recent research and kept abreast of new developments. This has also given us the opportunity to see how their own survey is progressing. We facilitated an introductory meeting between TfW and Blackpool Transport in relation to accessible rail replacements/bus survey work. Contact with the sustainable travel officer at Swansea University has also been made with some potential opportunities to share our research more widely in future at the Swansea Bay Travel Forum.

Regular review of website information identified that the capacity checker tool was not showing in journey planners. A request was made to make this more prominent and it has since been added to assist passengers in planning their journey, enabling them to make informed choices about busy services. Social media activity was also being monitored.

Verbatim comments from panel members about the TfW capacity checker were forwarded to TfW and they have found these particularly useful. Their analyst was requested to review comments and look at themes so they could look to improve the tool for passengers. This identified some 'quick wins' but also some more long-term actions in terms of developing the tool more to make it



more user-friendly and better integrated into existing systems. We have also been involved in preliminary discussions around the merging of TfW and TfW Rail websites where we raised issues such as outdated information, accuracy of information supplied by third parties and navigability.

### **3.2 Strategic issues report**

DB welcomed WP back, and introduced his report:

#### *Wales and the Borders Route Supervisory Board*

- The board continued to add value to the provision of services. It recently received a presentation on the Swansea Bay and West Wales Metro. The Welsh Government consultation ran until today. This is taking a strategic approach to infrastructure requirements for the next ten years and beyond, building on the Burns report in SE Wales and taking in capacity and decarbonisation concerns. The programme will add new local stations and improve others, plus first/last mile transport, higher frequency metro services and longer distance speed improvements. Points in respect of better journey time and interventions to attract people onto rail are key priorities for passengers had been raised.
- Timetable readiness updates is a standing item on the RSB agenda: the new MD at TfW Rail Jan Chaudhry-van der Velde had said timetables up to 85% in May, but risks with rolling stock (with Pacers in particular) are ongoing, and there is a lot of work still do, especially with hybrid stock. DB had raised points on replacements not being on schedule, crew training and social distancing being under pressure. It appears that temporary additional stock may e available. GWR passengers increasing and services up to 90%, also on Avanti who are increasing services to meet demand. Cross Country adding localised capacity, but difficult to predict with reservations not being made as far in advance. Points raised with Network Rail include the impact of engineering works – especially on the Heart of Wales line - on services before numbers increase as the summer progresses.

Communications with passengers remain critical and it appears good progress is being made.

- DB had presented our research on rail commuting and flexi-seasons, prompting a discussion focusing on ticketing and initiatives to attract people back to rail will be key. Further discussions with TfW have taken place in this respect. Awareness and understanding of tickets is low and perception of not being value for money, so proactive communications are needed to compete with other modes of transport.

### *Stakeholder engagement*

#### **Welsh Gov/Senedd:**

- Senedd elections took place on 6 May. Welsh Labour were returned to Government, with Mark Drakeford MS as First Minister. His cabinet now includes a new post of Minister for Climate Change, which covers housing, national infrastructure, planning, regeneration, energy, environment and transport. The Minister is Julie James MS, with Deputy Minister Lee Waters MS.
- We have written a letter of introduction to the new Minister and Deputy Minister, with our workplan for Wales and to request a meeting, which had been acknowledged by the Deputy Minister. The Minister and Deputy Minister have been added to the circulation of weekly research updates.
- The Shadow Cabinet and spokespeople from other parties have also been appointed. Welsh Conservative Shadow Minister for Transport and Technology is Natasha Asghar MS and for Plaid Cymru, Delyth Jewell MS has the portfolio for climate change, energy and transport. Both have also been added to our weekly research update circulation. DB thanked WP for his help with this.
- We are working with Welsh Government on the Wales element of our GB-wide research on getting passengers back on buses. Robert Pain is working with the agency on final reports, including a separate report for Wales. We are currently planning the presentation session to share results. There was a clear degree of concern about the future size and shape of services.

- The Senedd committee structure had not yet been agreed, but was expected soon.

#### **Transport for Wales:**

- DB and MR continue to meet TfW regional Stakeholder Managers, planning and guiding the regional forum agendas and covering discussions on ticketing, visibility of conductors, Metro construction and ramping up timetables. These meetings enable us to keep a clear focus on regional issues.
- DB had met with TfW, DfT and Cheshire West & Chester Council, over plans for community rail partnerships. TfW have been progressing a reorganisation in North Wales, which CW&C have concerns about. We discussed modifications and alternative proposals, which Community Rail Network and DfT agree are a pragmatic way forward, which TfW is considering.
- DB and MR had also met with TfW to discuss their plans to merge TfW and TfW Rail websites into one. As well as less confusion over which site to use for different information such as corporate & strategic plans or rail travel planning, we talked through improvements on presentation and clarity of information for passengers. Continued monitoring here remains essential. It is not yet known how the emerging plans for Great British Rail may impact on the website in future, but we will keep the plans under review.
- We are working with TfW to research the perceptions of integrated responsive 'fflecsi' bus passenger transport. Fieldwork is progressing: the agency is interviewing respondents from Conwy Valley, Denbigh and Pembrokeshire, although having some difficulties with recruitment, which operators are assisting with. Work is also ongoing with comparison areas in Teesside and Kent. Once completed, the agency will put debrief and put a report together for this phase, with a further phase planned once fflecsi services are launched in Newport.

#### **Network Rail:**

- Regular meetings are taking place with Amanda Newton, Head of Customer Strategy and

Performance at Network Rail Wales. The key focus for this is bringing passengers back, including customer service support on the ground, as well as infrastructure works and forward plan for events resuming.

Finally, a good deal had been agreed in respect of new office accommodation in Cardiff. An application had been made to Cardiff City Council for a reduction in business rates based on their qualifying criteria.

DB's term as Chair of the Advisory Panel had expired in May, and he had been invited to submit a nomination for a second term, which he had done.

WP congratulated DB and MR for a huge effort over recent months, and noted the signs were good for very positive engagement with the new ministerial and opposition teams, most of whom lived in the M4 corridor. He referred to a recent article on investment by Professor Stuart Cole, which would be of interest.

## **4      Other issues / updates**

### **4.1    Transport Focus Wales workplan April-September 2021**

DB introduced the workplan which had been considered and agreed by the Transport Focus Board in May 2021. Themes from the Transport Focus workplan had been developed in a Wales specific context. The priority now was to exploit the opportunities that were explored in the development of the Wales Transport Strategy, and maintain our go-to role we enjoyed in the previous Senedd. The Williams-Shapps review would obviously feature heavily over the course of the next few months, as would planning for Network Rail's CP7 (Nina Howe had been asked to chair a challenge panel in this respect, to which the Wales team would contribute) informed by the results of our ongoing insight work. Bus work would give us a platform for our multi-modal role.

WP noted the importance of the workplan, based on a history of positive engagement. The meeting **endorsed** the workplan.

## **5      Finance**

### **5.1      Management accounts year to date (May 2021)**

NH introduced the management accounts for May 2021. A small deficit for the month was planned for and was based on the fflecsi project and the office move; it was largely recoverable over the course of the year. The management accounts were **noted**.

### **6      Any other business**

WP noted that the next meeting was, as things currently stood, beyond JH's term of office, and thanked him for the huge contribution he had made to the business of the company and to Transport Focus mission and work in Wales. The meeting agreed.

There being no other business, the meeting concluded at 1100 hrs.

Date of next meeting: **Wednesday 08 September 2021 1000-1130 by video conference call.**

## TRANSPORT FOCUS WALES LIMITED

Albany House, Ground floor west, 86 Petty France, London SW1H 9EA

Telephone 0300 123 0855

### BOARD MEETING MINUTES

Date: Tuesday 08 June 2021  
 Location: VIDEO CONFERENCE CALL ONLY  
 Time: 1100-1130  
**Classification: NOT PROTECTIVELY MARKED**

#### Attended

Cllr William Powell	WP	Director, in the Chair
Nigel Holden	NH	Director
Jon Carter	JC	Secretary
David Beer	DB	Senior Manager Wales, Transport Focus
Michelle Roles	MR	Stakeholder Manager Wales, Transport Focus
<b>Apologies</b>		
Jeff Halliwell	JH	Director, Chair
David Sidebottom	DS	Director
Anthony Smith	AS	Chief Executive, Transport Focus
<i>Copy to</i>		
Hazel Philips	HP	Public affairs advisor

Item	Subject	Action reference (if any)
1	<b>Chair's opening remarks</b>	
2	<b>Minutes of previous meeting</b> To approve the minutes of the meeting held on 27 July 2020	

### **3 Operations, business and financial**

#### **3.1 To note progress on operations, business and financial performance as discussed at the previous business meetings and to consider what, if any, such business requires formal reporting.**

The Board noted the business transacted since its last meeting, and considered that the reporting arrangements to the Transport Focus Board, and its Audit and Risk Assurance Committee, remained appropriate.

### **4 Corporate Governance and statutory reporting**

#### **4.1 To note the report from the secretary in respect of corporate governance.**

The Board noted the corporate governance report from the Secretary, including the recent and upcoming regulatory filings at Companies House.

As things currently stand, Jeff Halliwell's term of office was due to expire on 08 August 2021. *In the event this retirement was confirmed*, Cllr William Powell was nominated as the Chair of the Board with effect from 09 August 2021 until a new Transport Focus Chair is appointed by the Secretary of State. WP noted the huge contribution made by JH to the business of the company and to Transport Focus mission and work in Wales.

#### **4.2 To note the paper from the corporate services director in respect of audit exemption for the year ended 31 March 2021, which the Board is invited to approve.**

The Board, noted that:

1. Transport Focus has provided a parent undertaking guarantee as follows :

'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 2021. This statement is dated 18 May 2021; and

2. The Board of Transport Focus, as the sole member of Transport Focus Wales Limited, has agreed 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 at its meeting on 18 May 2021; and
3. That under section 479 of the Companies Act the following documents will need to be filed by the directors at Companies House before, or when, the annual accounts are filed:
  - Written notice of the members agreement to the audit exemption for the financial year (as above)
  - A copy of the statement of the parent undertaking guarantee (as above)
  - A copy of the consolidated report and accounts for the Transport Focus Group (including the audit report)

On the basis of the above, the Board **approved** the audit exemption for the year to 31 March 2021.

**4.3 To review and approve the financial statements for the year ended 31 March 2021 and authorise the Chair to sign them.**

The Board **reviewed** and **approved** the financial statements for the year ended 31 March 2021 and **authorised** the Chair to sign them.

**5 Any other business**

There being no further business, the meeting concluded at 1110 hrs.

Date of next meeting: **to be confirmed**





## TRANSPORT FOCUS SCOTLAND LIMITED

Fleetbank House, Salisbury Square, London EC4Y 8JX

Telephone 0300 123 0855

### BUSINESS MEETING NOTES

Date: Wednesday 07 July 2021  
Location: Video Conference Call Only (see Zoom Link in Calendar)  
Time: 10:00  
Classification: **NOT PROTECTIVELY MARKED**

#### Attended

Jeff Halliwell	JH	Director, and Chair, Transport Focus (Chair)
Trisha McAuley OBE	TM	Director, and Transport Focus Board Member for Scotland
Nigel Holden	NH	Director, and Corporate Services Director, Transport Focus
Robert Samson	DB	Senior Stakeholder Manager Scotland, Transport Focus
Anthony Smith	AS	Chief Executive, Transport Focus
<b>Apologies</b>		
Jon Carter	JC	Secretary
David Sidebottom	DS	Director, and Director, Transport Focus

Item	Subject	Action reference (if any)
1	<b>Chair's opening remarks</b>  JH welcomed everyone. Apologies had been received from Jon and David.	
2	<b>Notes from previous meeting (May 2021)</b>  These were agreed.	
	<b>Action matrix</b>  TM queried an outstanding action concerning Scottish procurement and ensuring Transport Focus were on the supply list. NH would follow this up.	

4	<b><u>Current issues and work across modes in Scotland</u></b>	
4.1	<p data-bbox="300 371 1059 405">Report from ScotRail Stakeholder meeting (23 June 2021)</p> <p data-bbox="300 450 1251 786">TM provided details of the Jacobs post-pandemic recovery presentation. She felt that there was insufficient detail on the integration of transport and the wider view of how services would fit together, and that information had not been based on insight. There was more emphasis on developing communications to encourage people back onto trains. The presentation had been helpful, however TM felt there was a need for caution and to take a wider and strategic view to ensure initial passenger journeys were successful. There was a need for careful marketing in which communications should match the service provided.</p> <p data-bbox="300 831 1198 976">RS reported on a proposal to introduce a minimum fares penalty. Currently passengers were able to travel without paying on several Scottish rail routes due to unmanned stations and gates. Wholescale changes were planned and RS would report on progress.</p> <p data-bbox="300 1021 1246 1368">TM emphasised that this proposal would require careful timing in light of the need to encourage and incentivise passengers back on board. RS agreed that communications would be vital, and should coincide with the new contract arrangements due to be in place next April. AS advised that a Government penalty appeals scheme had been implemented 5 years ago which provided assurance that an appeals mechanism was in place. The presentation had not outlined the scale of money lost to unpaid fares, however historically there had been a 50% increase of revenue following installation of gates within stations.</p> <p data-bbox="300 1413 1251 1671">AS reported that the Rail Delivery Group were planning a large advertising campaign on the 14<sup>th</sup> July, and queried whether the timing of this was appropriate in light of current risk tolerance. The group agreed that long term planning was still difficult and it was essential that the 'product' be right. It was beneficial that TM had the opportunity to provide a consumer voice. It was positive that ScotRail had recognised the value of insight provided by Transport Focus.</p>	
4.2	<p data-bbox="300 1771 1206 1839">Verbal report from meeting with Bill Reeve, Director of Rail, Transport Scotland (5 July 2021)</p> <p data-bbox="300 1883 1243 2033">TM and RS provided feedback on their meeting with Bill Reeve. Work was ongoing to set up consultations within ScotRail to focus on building in performance measures and a passenger matrix. TM was assured that insight provided by Transport Focus would be fed into models across</p>	

	<p>Scotland. TM would keep Bill updated. TM had the opportunity to be present at a recent ScotRail panel meeting which she reported had been more of a 'sounding board' than for undertaking business.</p> <p>TM was concerned that Transport Focus had not been given the opportunity to hold ScotRail accountable, and there was a perceived lack of interest in the consumer's opinion, which the organisation would need to address to ensure their needs were met.</p> <p>The Group agreed it would be beneficial to share the Transport Focus Scotland paper with Bill Reeve which outlined consumer interest. It was hoped this paper would be submitted to Parliament setting out the vision of rail consumer and transport revolution relevant to Scotland. It was agreed that TM would contact Graeme Dey, the newly appointed minister of transport. TM agreed to draft a paper to Bill Reeve which would be pitched carefully to avoid political sensitivity and any association with the Williams-Shapps white paper.</p> <p>TM reported that she would provide updates to Bill Reeve every 6 months including discussions around transition planning and working through devolution aspects. Transport Focus Scotland would undertake insight in integration and sustainability, and provide information on incentives to encourage people to travel.</p>	
4.3	<p>Inverness Masterplan Research Proposal</p> <p>RS reported following his engagement with the Head of Strategy at Network Rail where they had discussed various issues. The first of several projects was the proposed regeneration of the city centre bus and rail stations. A template was needed which could be rolled out with other major projects. RS awaited feedback. It was agreed that funding for this one-off project would be provided by Transport Focus at this stage. This could be reconsidered at a later date if substantial changes occurred.</p>	
4.4	<p>Getting People Back on Bus</p> <p>RS reported that the survey results had been published on Transport Scotland's website which would form a start for consultations later this year regarding establishment of a bus partnership in Scotland and a joined up role with ScotRail. RS would liaise with Graeme Dey regarding the survey result in the near future.</p>	
4.5	<p>Consumer Scotland – Appointments</p>	

	<p>TM reported that the newly appointed Chair and members of the Consumer Scotland Board had met for the first time last week. A CEO had not yet been appointed but a secretary had been appointed to support the Board. TM felt it was unlikely that the full board would be in place by September. It was agreed that TM would meet with the members in the near future from a Transport Focus perspective. TM knew the members from previous professional connections and was assured they would provide consumer focus. AS had arranged to meet James Walker.</p>	
<b>5.0</b>	<p><b><u>Any Other Business</u></b></p> <p>AS queried his recent discussion with TM concerning a workshop around opportunities and risks that might prevail in Scotland. It was suggested this be limited to Scotland where the seriousness of risk was greater due to the political situation. This would mean having a sensible risk-based approach to work in Scotland with strategic focus given the potential major changes that could be faced from Covid and devolution. It would be essential to be mindful of sensitivities and ensure Transport Focus was best placed strategically to supply transport services to the new Scottish body. Workshop would be arranged.</p> <p>There being no other business, the meeting concluded at 11:15 hrs</p>	

Date of next meeting: **Wednesday 6 October 2021, 1000-1130**

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-003
WHEN CIRCULATED	18/05/2021
CIRCULATED BY	Jon Carter
DEADLINE FOR RESPONSES	19/05/2021
PROPOSAL OR PROJECT	Measuring the on the day passenger experience of using public transport
REFERENCE OR PROJECT CODE	153
PROJECT CATEGORY (IF PROJECT)	A: DfT Core Budget Must Do
TOTAL PROJECT VALUE (IF PROJECT)	£150,320
SPONSOR	Louise Coward
AUTHOR OR PROJECT MANAGER	David Greeno

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	N/R	
Isabel Liu	A	
Theo de Pencier	A	
Cllr William Powell	N/A	
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards	A	

### Key to references

A	Yes, I am content
B	Yes, I am content but want to make one or more points for the record (please do so)
C	I need more information to reach a decision (please state what)
D	A decision on this proposal should await an opportunity for the Board to discuss it (please explain why)
E	No, I am not content (please explain why not)
NR	No response

### CEO Team record

Responses recorded by:	Jon Carter
<b>Decision reached</b>	<b>Approved</b>
Feedback to sponsor, author and CS	20/05/2021
CEO Team signature	<i>Jonathan N Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Jul-21

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-004
WHEN CIRCULATED	24/06/2021
CIRCULATED BY	Jon Carter
DEADLINE FOR RESPONSES	28/06/2021 Noon
PROPOSAL OR PROJECT	Annual Report and Accounts 2020-21
REFERENCE OR PROJECT CODE	n/a
PROJECT CATEGORY (IF PROJECT)	Category not applicable
TOTAL PROJECT VALUE (IF PROJECT)	£0
SPONSOR	Anthony Smith
AUTHOR OR PROJECT MANAGER	Nigel Holden, Shahid Mohammed, Hazel Phillips, NAO

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	A	
Isabel Liu	A	
Theo de Pencier	A	
Cllr William Powell	A	
Arthur Leathley	A	
Rob Wilson	N/R	
Keith Richards	A	

### Key to references

A	Yes, I am content
B	Yes, I am content but want to make one or more points for the record (please do so)
C	I need more information to reach a decision (please state what)
D	A decision on this proposal should await an opportunity for the Board to discuss it (please explain why)
E	No, I am not content (please explain why not)
NR	No response

### CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved
Feedback to sponsor, author and CS	28/06/2021
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Sep-21

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-005
WHEN CIRCULATED	08/08/2021
CIRCULATED BY	Jon Carter
DEADLINE FOR RESPONSES	09/08/2021
PROPOSAL OR PROJECT	Serco ScotRail Guest Satisfaction Survey Wave 5
REFERENCE OR PROJECT CODE	158
PROJECT CATEGORY (IF PROJECT)	E: Commercial
TOTAL PROJECT VALUE (IF PROJECT)	£12,630
SPONSOR	Louise Coward
AUTHOR OR PROJECT MANAGER	Toby Cotton

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	NR	
Isabel Liu	A	
Theo de Pencier	A	
Cllr William Powell	NR	
Arthur Leathley	A	
Rob Wilson	NR	
Keith Richards	NR	

### Key to references

A	Yes, I am content
B	Yes, I am content but want to make one or more points for the record (please do so)
C	I need more information to reach a decision (please state what)
D	A decision on this proposal should await an opportunity for the Board to discuss it (please explain why)
E	No, I am not content (please explain why not)
NR	No response

### CEO Team record

Responses recorded by:	Jon Carter
<b>Decision reached</b>	<b>Approved</b>
Feedback to sponsor, author and CS	10/08/2021
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Sep-21

## RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-006
WHEN CIRCULATED	25/08/2021
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	August 2021-02
DEADLINE FOR RESPONSES	31/08/2021
PROPOSAL OR PROJECT	Bus and rail passenger satisfaction measurement using Omnibus
REFERENCE OR PROJECT CODE	162
PROJECT CATEGORY (IF PROJECT)	A: DfT Core Budget Must Do
TOTAL PROJECT VALUE (IF PROJECT)	£249,740
SPONSOR	Louise Coward
AUTHOR OR PROJECT MANAGER	Louise Coward

### RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	A	
Isabel Liu	A	
Theo de Pencier	A	
CLlr William Powell	NR	
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards	B	There is currently nothing in the Equality Impact Assessment to recognise that this work could benefit older and disabled passengers - the more data we collect, and more frequently will help to measure whether passengers, particularly in these categories have confidence to use the transport services they need, particularly as fewer people use face coverings, and some other Covid measures are lifted.

### Key to references

A	Yes, I am content
B	Yes, I am content but want to make one or more points for the record (please do so)
C	I need more information to reach a decision (please state what)
D	A decision on this proposal should await an opportunity for the Board to discuss it (please explain why)
E	No, I am not content (please explain why not)
NR	No response

### CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved
Feedback to sponsor, author and CS	01/09/2021
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Sep-21



**RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD**



OUT OF MEETING DOCUMENT REFERENCE	BRD2122-007
WHEN CIRCULATED	25/08/2021
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	August 2021-02
DEADLINE FOR RESPONSES	31/08/2021
PROPOSAL OR PROJECT	Omnibus surveys 2021-22 (RfC)
REFERENCE OR PROJECT CODE	146
PROJECT CATEGORY (IF PROJECT)	B: DfT Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	£115,000
SPONSOR	Louise Coward
AUTHOR OR PROJECT MANAGER	Toby Cotton

**RESPONSES BY BOARD MEMBERS**

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	A	
Isabel Liu	A	
Theo de Pencier	A	
CLlr William Powell	NR	
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards	A	

**Key to references**

- A Yes, I am content
- B Yes, I am content but want to make one or more points for the record (please do so)
- C I need more information to reach a decision (please state what)
- D A decision on this proposal should await an opportunity for the Board to discuss it (please explain why)
- E No, I am not content (please explain why not)
- NR No response

**CEO Team record**

Responses recorded by:	Jon Carter
Decision reached	Approved
Feedback to sponsor, author and CS	01/09/2021
CEO Team signature	Jon Carter
Chair Counter signature	pp Jeff Halliwell
Date for board meeting ratification	Sep-21