

Board Meeting	Date	23/11/22	Time	09.30-12.45	Venue	Clayton Hotel, Cardiff
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Time	Item	Subject	Leading
Part A Public Affairs			
09.30	1	Chair's welcome and opening remarks; apologies and introductions; declarations of conflicts of interest.	Nigel Stevens Chair
09.40	2	Overview of current work at Transport Focus to represent the interests of transport users in Wales	David Beer Senior Manager Wales, Transport Focus Michelle Roles Stakeholder Manager Wales, Transport Focus
10.00	3	Keynote address (by video link): vision and plans for Wales Transport Strategy, the multi-modal network, bus franchising and initiatives for getting people back on public transport, to support net zero; and the benefits of working with Transport Focus. Questions and discussion	Lee Waters MS Deputy Minister for Climate Change Welsh Government
11.00	4	Break	
11.20	5	Performance of the passenger railway in Wales	Colin Lea Planning and Performance Director Transport for Wales Jan Chaudhry van der Velde Chief Operations Officer Transport for Wales Nick Millington Acting Route Director, Wales and Borders Network Rail

12.00 6 Insight presentation on TfW's *fflecsi* (Demand Responsive Transport) project

Keith Bailey
Senior Insight Advisor, Transport Focus

12.15 7 Wrap up and forward look

Cllr William Powell
Board member for Wales
Transport Focus

Part B Updates

12.20 1 Rail reform
2 Transport Focus Reset

Anthony Smith
Nigel Stevens

Part C Corporate affairs

12.30	1	Board meeting minutes: May 2022	Nigel Stevens	Approval	✓
	2	<u>Committee meeting minutes:</u>			
	2.1	Passenger Contact Group (October 2022) (redacted)	Cllr William Powell	Information	✓
	2.2	Audit and Risk Assurance Committee (June, July and October 2022)	Kate Denham	Information	✓
	2.3	ARAC Annual report to Board 2021-22	Kate Denham	Approval	✓
	2.4	Statistics Governance Group (June and September 2022)	Rob Wilson	Information	✓
	3	<u>Reports from subsidiaries:</u>			
	3.1	Transport Focus Wales (October 2022)	Cllr William Powell	Information	✓
	3.2	Transport Focus Scotland (October 2022)	Trisha McAuley OBE	Information	✓

4 **For noting by the Board**

Items previously discussed and/or approved out of meeting:

		Nigel Stevens	Ratification	
4.1	BRD2223-005: Your Bus Journey (refining survey approach) (RfC)			✓
4.2	BRD2223-006: MSUS 2022			✓
4.3	BRD2223-007: Transport Focus Wales Limited: parent company guarantee in respect of audit exemption required under section 479C of the Companies Act 2006			✓
4.4	BRD2223-008: Transport Focus Annual Report and Accounts 2021-22			✓
4.5	BRD2223-009: Passengers expectations of the future railway			✓
4.6	BRD2223-010: Porterbrook East Midlands Turbostar Interiors research			✓
4.7	BRD2223-011: Bus and Rail Weekly Survey (RfC)			✓
4.8	BRD2223-012: Rail strikes 2022: monitoring and insight			✓
4.9	BRD2223-013: MSUS 2023			✓
4.10	BRD2223-014: Call centre contract extension			✓

Any other (public) business

Nigel Stevens

12.40

Closing remarks

Nigel Stevens

Transport Focus Board Meeting

Date:	Wednesday 18 May 2022
Times:	09.30-12.45
Location	Riddles Court, Edinburgh
Classification	Not protectively marked

Attended

Board members:

Jeff Halliwell	JH	Chair
Keith Richards OBE	KR	Board member
Theo de Pencier	TdP	Board member
Rob Wilson	RW	Board member
Arthur Leathley	AL	Board member for London
Cllr William Powell	WP	Board member for Wales

Management and other staff in attendance:

Nigel Stevens	NS	Incoming Chair and Board Member
Jon Carter	JC	Head of Board and Governance
Stephanie Ahemor	SA	Board and Governance Executive
Robert Samson	RS	Senior Stakeholder Manager
Louise Coward	LC	Head of Insight
Sara Nelson	SN	Head of Communications
Kieran Watkins	KW	Communications Manager
Misha MccGwire	MM	Senior Communications Officer
Joanne Maguire	JM	Chief Operating Officer, ScotRail Trains Ltd
Chris Gibb	CG	Chief Executive Officer, Scottish Rail Holdings
Kathryn Darbandi	KDi	Managing Director, Caledonian Sleeper
Paul White	PW	Director, Confederation of Passenger Transport Scotland

Event production team

Luke Bodin	Director, BA Events
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Members of the public: Around 360 members of the public viewed the proceedings live.

Apologies

Trisha McAuley OBE	TM	Board member for Scotland
Kate Denham	KD	Board member
Anthony Smith	AS	Chief Executive

PART A: Public affairs

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

Jeff Halliwell (JH) opened the meeting and thanked those present and viewing remotely via Twitter for joining. He noted that the meeting is being held in Edinburgh and would cover a wide range of issues regarding transport in Scotland. He welcomed Nigel Stevens as the incoming Chair of Transport Focus.

JH stated that the meeting was also a formal Board meeting, and as such they would have some Board business to go through. He noted that Trisha McAuley OBE, Anthony Smith and Kate Denham had sent their apologies.

JH noted that no declarations of conflicts of interest had been made.

2. Overview of work at Transport Focus to represent the interests of transport users in Scotland

Robert Samson (RS) gave an update on Transport Focus's varied work across the Scottish rail and bus network.

He highlighted the recent work on the ScotRail 21-day consultation regarding ticket office opening hours, with 120 stations seeing amended opening hours. A large consultation, it received 1,500 responses and key priorities for passengers included ticket buying facilities, accessibility, station facilities, tourism and flexible transport for lifestyle i.e. routes/times for hospital and other key workers. Passengers universally valued a visible staff presence. Following the consultation, ScotRail have put several mitigations in place to ensure that passengers' needs are being met, and will continue to act on recommendations from these findings.

Timetabling has been another key area of Transport Focus's work in Scotland. Since April 2020, Transport Focus has been a member of the ScotRail Taskforce for Covid-19. Transport Focus has encouraged ScotRail to consult with passengers on last year's 'Fit for Future' major timetable change, delivering personal and specific passenger insight. Following this public consultation, over 3,000 responses were submitted and ScotRail's website received 25,000 visits.

The National Rail Survey has used new methods to improve how passenger feedback is collected and used for future development. A pilot 'Your Journey Matters' survey of 800 passengers using the method will be published in July 2022, which should inform ScotRail's future work. The Guest Satisfaction Survey with the Caledonian Sleeper shows good levels of satisfaction across the board.

A bus survey in coordination with Transport Scotland was carried out last year, with the aim of uncovering the barriers that passengers face in coming back to bus. Over 700 participants took part and analysis is ongoing. This survey, alongside the new bus partnerships, will help to amplify the passenger voice in Scotland. Moreover, Transport Focus have responded to a Scottish Government consultation on the Strategic Transport Project Review which includes a target of 20% reduction in car travel by 2030.

3. Update on mobilisation of ScotRail

Joanne Maguire (JM) noted that while ScotRail Trains (SRT) has come under public ownership, there had been very little change in the day-to-day operations of the organisation. ScotRail's key priorities are to modernise Scottish rail travel, grow customer numbers and revenue for post-pandemic recovery and ensure that staff and customers feel safe. She noted that the move from the franchise model to the new public body will enable ScotRail to evolve alongside customers, allowing for longer-term decision making.

ScotRail's 'Fit for the Future' programme centres on ticket offices, timetabling and industrial relations. Regarding ticket offices, there had been no review for 30 years and with the dynamic nature of the use of ticket offices (a reduction of 50% over the past 10 years, with Covid accelerating this), a review is much needed. The aim of the review is to repurpose resources to increase revenue through fraud reduction while increasing staff visibility and improving passenger safety. Proposals have been changed, following a consultation with over 1,500 passengers.

A new timetable was introduced on Sunday 15th May 2022, which sees a slight service reduction from the pre pandemic timetable. This reduction is due to changing travel patterns (more weekend leisure travel, less weekday business travel) and a backlog of 130 train driver trainees, delayed by Covid-19 restrictions. The timetable is subject to review and will respond dynamically to changing travel patterns.

Since the pandemic (and consequential driver training backlog), ScotRail has been reliant on drivers working rest days to deliver the timetable. ASLEF has been offered a pay increase of 2.2% and a revenue sharing proposal that could raise this further. RMT's ongoing, UK-wide dispute with Network Rail may cause disruption to services, alongside other potential industrial disputes.

4. Scottish Rail Holdings – Governance Role

Chris Gibb (CG) highlighted his responsibility as the CEO of one of the largest employers in Scotland, with over 5,000 employees.

He outlined the oversight structure of Scottish Rail Holdings – while Transport Scotland remains the franchising authority, ScotRail Trains is a wholly owned subsidiary of Scottish

Rail Holdings (SRH). SRH is an arm's length body, independent of Scottish Ministers, owned by the Scottish Government and reporting directly to the Scottish Parliament.

The SRH Board will provide Scottish Ministers with strategic direction and guidance and be responsible for oversight and governance of ScotRail Trains (SRT). CG will chair the SRT board. SRH will also oversee closer cooperation through the ScotRail Alliance.

Q&A with Joanne Maguire (JM) and Chris Gibb (CG)

Q: JH explained that a major reason why passengers value ticket offices is due to the confusing nature of ticket fare structure, with millions of different fares available across the UK in contrast to London's simple fare structure. He asked whether fare structure could be simplified to aid this?

A: CG noted that fare structure complexity is not a new issue, with complexities embedded into the system even before privatisation. With ministerial approval, changes can be made to make fare structure simpler. However, there must either be an increase in revenue or clear winners and losers will emerge. Simplification of ticket vending machines (TVMs) and the proposal of bringing ticket office staff from behind glass windows to the concourse should help support those who find tickets confusing.

Q: Theo de Pencier (TdP) questioned whether the trend of weekends being the busiest time for rail travel will continue in the future. If so, can lessons be learned from other industries, particularly retail, on how to best serve customers?

A: CG stated that while it is difficult to predict future rail travel trends, hybrid working is here to stay. He noted the difficulty in maintaining a 7-day service with a 6-day service workforce, and stated that challenging conversations will need to be had. Adaptations to this "new normal" must be considered. For example, engineering work is normally carried out on weekends and is planned two years in advance. Should engineering work in 2024 remain this way, and is 2 years in advance too early to know for sure? Agile working is key to solving these challenges.

Q: Rob Wilson (RW) shared some passenger responses to how their journeys were at Edinburgh Waverley train station yesterday, with several feeling that their tickets were very expensive. In the past, passengers have had to deal with services that they did not feel gave value for money, and now with hybrid working, are voting with their feet. He asked how SRH and SRT grow customer numbers to reduce the government subsidy?

A: CG outlined that fares will make up a key part of Scotland's national rail conversation and that rail users and non-users will be consulted on this. He shared his optimism for growing revenue, looking to other parts of the UK and mainland Europe where trends show that customers are returning, particularly for leisure. He noted that some individual routes are carrying more passengers than pre-Covid levels.

Q: RW wished to clarify whether agreements on worker pay had been made with all four rail trade unions in Scotland (ALSEF, RMT, TSSA and Unite)?

A: Joanne Maguire (JM) clarified that while all parties are still keen for open dialogue and progress towards an agreement, the current pay offering is heading towards dispute with the TSSA and Unite. This is in addition to the potential, UK-wide RMT dispute with Network Rail.

Q: AL questioned that given the highly uncertain climate at present, whether it is the right time for the plans for ticket office changes? He posed whether having TVMs and on-concourse staff in place first would be a better option.

A: CG noted that in many cases of ticket office hour changes, the changes in time amount to less than 20mins to current opening hours.

Q: Keith Richards OBE (KR) noted the issue of Equality Impact Assessments (EIAs) following public ownership of SRT. He expressed concern that without the franchising market structure, where competition enabled rail providers to fight for customers and ensured that disabled passengers were provided for, this fight will not be replicated. He asked for assurance that those who need assistance can access it flexibly, without having to book in advance.

A: CG noted that while every single train has a second member of staff on it, they may not be visible or accessible. He praised staff who are overall great at engaging customers and emphasised the need to tap into this talent. He outlined the need for staff to recognise those who may need assistance, whether it be through their disabled persons' railcard or through personal conversations. CG also highlighted that station services, such as cafes, shops and volunteers, are needed to provide assurance and help to those who need it.

Q: Simon Watkins, Rail Lead for the Mobility and Access Committee for Scotland, asked how a publicly-owned ScotRail will be better for disabled passengers than Abellio?

A: JM stated that through consulting and receiving feedback from customers, rolling out the EIA and training managers, improvements will be made. Areas with high rates of support requested will be prioritised, with the aim of delivering support in under an hour if requested.

Q: Graham Simpson MSP asked for greater detail on the 'summer of disruption' regarding industrial disputes in Scotland. Robert Samson (RS) added that often, services are cancelled at short notice – how can the first and last services be protected?

A: JM noted that a temporary timetable will be introduced running 70% of services to ensure that all services are run well and with confidence. The withdrawal of rest day working is a challenge, which ScotRail will work to resolve alongside pay. She noted that with more drivers incoming following training, the number of services should increase in the coming months. The timeframe of this recovery programme will become clearer after timetable adaptations are made.

Q: Alastair Dalton, The Scotsman, asked why rail services are being reduced to 70% - is this 'playing hardball' with the unions or out of genuine concern?

A: JM emphasised that this reduction is not to 'play hardball' with the unions, but to deliver a service well and with confidence.

5. Impact of Covid on unique service and plans going forward – Caledonian Sleeper

Kathryn Darbandi (KDi) gave an overview of the Caledonian Sleeper's service provision during the pandemic. Similarly, to other transport providers, the Caledonian Sleeper provided a lifeline service from Scotland to London during the start of the Covid-19 pandemic, in collaboration with passengers and ScotRail.

This ran well considering restrictions (including the Club Car being closed), providing an essential service for those who needed it and ensuring flexibility in tickets with a generous refund policy. With greater downtime, more focus was given on thorough cleanliness and staff training.

Ramping up in the pandemic recovery, there was strong demand for the Caledonian Sleeper as individual groups could travel safely, maintaining social distancing in separate cabins. Similar patterns in guest profile were seen, with less midweek business travel and more weekend leisure travel. Therefore, the business development plan has adapted, with a detailed marketing strategy welcoming customers back on board.

Covid recovery trends show that booking has increased considerably compared to lockdown. Forward bookings (up to 12 months in advance) are at their highest since the start of the franchise. While refunds remain high (around 3 times more than pre-pandemic levels) and variants such as Omicron causing bookings to decrease in December 2021, recovery is now looking positive. The Highlander (Inverness, Fort William) destinations have recovered stronger than the Lowlander (Edinburgh, Glasgow) destinations, reflecting the shift away from business travel towards leisure travel.

Working with Transport Focus, guest satisfaction surveys have been carried out. For the last quarter (December 2021 – March 2022), 88% of guests rated their journey as 3 stars and above, which is above the internal satisfaction level of 85%. The level of satisfaction was similar across Highlander and Lowlander routes, with a slight dip last year due to the Club Car being closed.

Looking forward, a new 'Wake Up' marketing campaign was launched in March 2022. Steps to build partnerships towards business development are being made, with sourcing of products from Scottish SMEs and social enterprise businesses. A joint campaign with Visit Scotland has been launched and KDi shared her aspirations to work with Chambers of Commerce, hotels and golf courses in future. Innovation is required to consider how Caledonian Sleeper will evolve, with new routes and stops which adapt to changing guest demand profile.

Q&A with Kathryn Darbandi (KDi)

Q: TdP and AL asked whether expansion of rolling stock is being considering for future planning?

A: KDi noted that there are still empty seats on the midweek winter Lowlander train, and so the aim is to fill all seats first. Existing stock can be adapted in various ways to cater for more popular routes. For example, where trains split off in three directions (the Highlands, Edinburgh and Glasgow), more coaches could be added to the Highland train if it remains popular. New destinations such as Oban and new starting points such as Birmingham are currently being considered for feasibility.

Q: JH noted the resurgence of sleeper travel across Europe and questioned whether lessons could be learned from these services.

A: KDi highlighted that there is much cross-learning opportunity with the only other UK sleeper train service, the Night Riviera Sleeper from London to Cornwall, and with comparable services in Austria.

Q: WP asked how central climate change is to marketing, and whether Caledonian Sleeper has considered catering to special or cultural events?

A: KDi outlined measures to reduce plastic waste, make sure food packaging is compostable and to ensure there is no landfill water at depots. However, she noted that Highlander locomotives are still diesel-run. Steps to electrify the Aberdeen and Fife lines are underway, while the West Highlands are further behind in planning. A formal commission to calculate Caledonian Sleeper's footprint showed that the trains are positively placed versus air, car and other trains considering that it provides travel without the need for a hotel. Considering special events, there was a 50th birthday trial event held recently which was a huge success. As the sleeper does not operate on Saturday evenings, this could be an opportune evening to host chartered events.

Q: RW questioned whether Caledonian Sleeper needed any government subsidies due to the Covid-19 pandemic.

A: KDi praised the Scottish Government for assisting the rail sector through Emergency Measure Agreements (EMAs). Caledonian Sleeper used EMAs to keep suppliers financially viable and keep the workforce stable by ensuring there were no redundancies. Revenues plunged by 75% at their worst during the pandemic, but this is recovering. KDi noted that the rolling temporary measures agreement will run out in March 2023, after which Caledonian Sleeper will rely on revenue only.

Q: Frank Roach asked whether customer feedback is ever followed up on i.e. a response?

A: KDi outlined how guests' feedback feeds into guest satisfaction analysis, and sometimes leads to guest focus groups. Nevertheless, she stated that there is always more room for improvement and invited Frank to address any concerns directly following the meeting.

6. Role of Bus on journey to net-zero

Paul White (PW) outlined 3 major issues that the bus sector faces at present: covid, costs and congestion.

Bus patronage is around 70-75% of pre-Covid levels, while concessionary journeys are around 60-65% of pre-Covid levels. In a recent survey, over 50% agreed that Covid-19 is still a major concern for them, which is particularly of concern for older concessionary users.

In terms of costs, diesel costs are up by as much as 60% for some operators. Costs of AdBlue, an additive used by buses, has increased by 250%. Moreover, the cost of electricity continues to rise, which has major implications when considering net zero targets. Driver wages have also increased by 5-10%.

Congestion has established itself as a problem for the bus sector, with car usage returning to almost 100% of pre-Covid levels. Consequently, route times have increased, which makes taking the bus less attractive.

The environmental benefits of switching from car to bus are a key consideration. CO₂ emissions per passenger km are lower by bus journey than when passengers travel by car, either petrol or diesel. Bus and coach journeys account for 4% of road transport-related greenhouse gas emissions, while cars are responsible for 58%. To meet the Scottish Government's Net Zero by 2045 (and Transport Scotland's earlier targets), steps are being taken such as the Climate Change Plan to reduce kms travelled by car by 20%. National Planning Frameworks (NPFs) 2 and 4 provide opportunities for more sustainable planning decisions and enhancing the mix of walking, cycling and public transport. Moreover, the £500 Bus Partnership Fund should help to bring benefits to users relatively quickly, in contrast to previous partnership grants that required more buy-in from Local Authorities.

Ultra-low and zero emission buses (and infrastructure) have been part-funded, with £50m towards 272 ultra-low emission buses and £60m towards 276 zero emission buses. While the Government aim to decarbonise the existing bus fleet by the end of 2023, extra support will be required to achieve this.

Investment is to be facilitated through government support to help meet the costs of accelerated fleet renewal and adapting the operating environment to lower operational costs while making buses more attractive to potential passengers. By investing in scale, costs should be driven down. There has also been some support from the Covid Support Grant, which was granted up to April 2022 and covered the gap between revenue and costs.

A new campaign in coordination with Transport Scotland, Scottish Bus Week, will take place next week and bring decision makers into schools to promote free concessionary bus travel for under 22's across Scotland. Moreover, the Modal Shift Toolkit to promote bus usage is to be rolled out to newly elected Scottish councillors to highlight the bus conversation.

Q&A with Paul White (PW)

Q: AL questioned what plans are in place to retain and train drivers to keep levels at what is required?

A: PW noted that driver shortages remain at 12% across the bus workforce in Scotland. Promotion through recruitment days and operational adaptation such as working with the DVLA to shorten the time taken to receive provisional licences have been used to tackle this issue. Moreover, flexibility in working patterns has been considered, including part time work. Incentives for bringing in staff for existing staff have also been put into place.

Q: JH noted that congestion remains a major relatability factor. He asked how buses can become more competitive versus the car?

A: PW highlighted the ‘Spaces for People’ programme funded by the Scottish Government, which offered funding and support to make it safer for people who choose to walk or cycle as a good example of how other modes of transport can be made more attractive. He noted that he is a member of the Bus Partnership fund steering group, which he hopes will help to better inform how to increase competitiveness with the car. The political will is needed, and steps taken to promote the bus to new councillors should help towards this.

Q: RW shared a passenger’s frustration with their bus journey to Edinburgh Waverley station – they had to get a bus in the wrong direction in order to get to the station. Do you think investment into buses and rail is currently enough to get better levels of modal integration, so that people will use services to achieve net zero?

A: PW stated that the bus partnership is a good first step, but integration is key to active travel and to progress towards net zero.

Q: WP noted that several people at Edinburgh Waverley spoke of the need to increase provision for bicycle storage in transit. He asked, to what extent is this a feature of planning to meet increased demand? He also asked for further detail on community transport and development post-Covid. Jane Anne Liston also added, why is it that bikes cannot be stored with suitcases in coaches?

A: PW detailed the operational difficulties of maintaining bike storage on buses but noted that this is definitely something that is considered when designing bus interiors. Ideas such as secure bike storage at bus stops and hire bikes with the costs of hire bikes included within a season ticket have been considered. Transport Focus’s work in Wales has shown the popularity of demand responsive transport. Considering bikes on coaches, PW noted that some providers allow bikes to be stored underneath if they are in a bag but noted the difficulties.

Q: KR emphasised the need for door-to-door transport, particularly for disabled users. He asked what opportunities there are in fleet renewal for inclusive design, for example giving more scooter users the ability to enter through the front and leave through the back of the bus?

A: PW noted that while buses meet the UK-wide accessibility standard, measures are being taken to improve this through engaging with passengers. While buying fleets at scale is still the plan, buses can be refitted, so this is something that will be considered.

Q: Nigel Bagshaw, Transform Scotland asked what powers local governments have to reduce congestion, e.g., through bus gates and enforcing parking tickets.

A: PW outlined that local authorities have a range of powers, but it depends on the franchising model, political will and cost.

JH reminded attendees of the successful ‘Give Bus a Go’ marketing campaign in the West Midlands, which could be revived and rolled out further afield. He emphasised that messaging is strongest from the passengers themselves.

PART B: Updates

1. Omnibus in Scotland

Louise Coward (LC) presented an overview of the Omnibus weekly rail and bus experience satisfaction survey, which has been carried out since September 2021. The survey expands on the previous Covid tracker, looking at other measures including crowding and punctuality. As the interactive data is made available weekly and published through regular reports, the results are widely used across the industry.

General trends show varying usage on bus and rail, dependent on Covid-19 restrictions. The emergence of the Omicron variant in December 2021 reduced usage. Peaks are seen over public holidays such as Easter. While around 12% of people said that they have used rail in the past week, more people (around 15-24%) had used a bus. Overall satisfaction on rail (89%) and bus (87%) was comparable, with discrepancies on value for money (60% vs 74%) and punctuality (86% vs 76%) notable.

Comments from passengers echoed the data, and frequently mentioned poor adherence to Covid-19 rules and guidelines as reasons for feeling less satisfied with their journey.

PART C: Corporate Affairs

1. Board meeting minutes: March 2022

The Board **approved** these minutes.

2. Committee meeting minutes

2.1. Passenger Contact Group (April 2022)

The minutes were **noted**.

2.2. Audit and Risk Assurance Committee (May 2022 verbal report)

The minutes will be noted in the next board meeting.

3. Reports from subsidiaries

3.1. Transport Focus Scotland (May 2022 verbal report)

The minutes will be noted in the next board meeting.

4. For noting by the Board

Items previously discussed and/or approved out of meeting

The Board formally ratified the following projects or proposals previously approved out of meeting:

BRD2223-001 #184 Strategic Roads User Survey 2022-23

BRD2223-002 #192 Bus and Rail Weekly Survey 2022-23

BRD2223-003 #191 Your bus journey 2022-24

BRD2223-004 Updated Transport Focus / London TravelWatch Collaboration Agreement

Any other business and closing remarks

JH thanked all guests, board members and staff for attending and for their contributions.

Jon Carter, on behalf of the board and staff, proposed a vote of thanks to JH for his service as Chair since 2016, and wished him well for the future, which the board warmly endorsed. A service certificate was presented.

Signed as an accurate record of the meeting

Nigel Stevens, Chair

Date

Passenger Contact Group Minutes



Date: Thursday 20 October 2022
Location: Video Conference
Time: 1000-1145
Classification: NOT PROTECTIVELY MARKED

Attended

Cllr William Powell	WP	Board member for Wales (Chair)
Keith Richards OBE	KR	Board member, Transport Focus
Arthur Leathley	AL	Board member for London, Chair, London TravelWatch
Priya Khullar	PK	Board member, London TravelWatch
Jon Carter	JC	Head of board and governance, Transport Focus
Linda McCord	LM	Senior stakeholder manager, Transport Focus
<u>Apologies</u>		
Susan James	SJ	Casework manager, London TravelWatch

Item	Subject
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A	Standing items
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| 1 | Chair's opening remarks: declaration of interests and apologies
WP welcomed Priya Khullar (PK) to the PCG and invited colleagues to introduce themselves. Apologies were received from Susan James.
No conflicts or declarations of interest were declared. |
| 2 | Minutes from previous meeting: April 2022
KR noted that the date of retendering of the Ombudsman Scheme from RDG to the ORR should be completed by July 2023 rather than July 2022.
The minutes were approved . |
| 3 | Action Matrix
There were no further comments. |

Passenger Contact Group Minutes



B The Rail Ombudsman

1 Scheme Council and transition update

KR reminded the Group that a review of the Scheme had been conducted by Red Quadrant in advance of the transition from RDG to the ORR. It had considered how best to improve the Ombudsman Scheme Council operating model itself and related issues. These included how to tackle the improvement of information flows, visibility to the public and industry, and how to prevent complaints reoccurring. The tendering process for a new Ombudsman provider will start soon, with the new provider in place by early 2023. The Scheme rules were expected to continue whereby the five independent members had a majority of voting rights in certain areas.

ORR had just published its [decision document](#) on the future of the Scheme, based on an earlier consultation. The decision included, inter alia:

- a high-level summary of the views submitted by respondents,
- ORR's response,
- any changes made to the final operating model and decisions on its requirements,
- proposals for licence modification, and
- an updated equality impact assessment.

JC reminded LM of the need to bring anything at odds with the Boards original determination of accession to the Scheme back to the Group or Board before committing to any such proposals.

KR will continue to chair the Scheme Council until early 2023.

C Casework

1 Casework report for six months to September 2022-23

The overall volume of cases has increased, mostly due to the significant increase of complaints on Eurostar. Most complaints were about refunds, complaint handling and penalty fares. Caseworkers are currently handling ~80 open cases at any given time, which is on par with previous years. The team expect caseloads to possibly increase over the next 12 months as more people travel and due to industrial action.

Passenger Contact Group Minutes



47 survey responses on complaints handled in Q2 found that while ~60% felt positively about how their complaint was dealt with, ~40% felt negatively. Improvements are being made to consistently provide a high standard.

The language used in reporting (e.g. “appeals”, “complaints”, “enquires” and “initials”) was deemed unclear from a consumer standpoint. It was recommended that a graphic/decision tree of how complaints are handled could be made to make the process clearer. LM would discuss this with SJ.

2 Casework review

LM introduced the casework report and response, and updated the Group on subsequent (good) progress.

A review on a sample of 70 casework responses found that while there is evidence of some good outcomes for passengers, 4 key issues were found:

- 1) Quality of appeals with inconsistent approaches to presenting them to TOCs
- 2) Following TOCs responses to appeals, insufficient challenge
- 3) Lack of added value in final responses to passengers
- 4) How penalty fares are handled.

Training sessions in November and December will focus on improving administration and writing skills. Transport Focus will provide clearer guidance for LTW on how we want our casework dealt with, ensuring that casework handling expectations are met to the greatest possible extent.

Group members offered their support in helping as necessary.

D New / other business

1 Call centre contract

The contract with the outsourced contact centre had been discussed with the Board informally and, subject to formal approval, will be renewed for another year, to March 2024, with a clear need to formally market test and retender the contract over the course of the year.

Passenger Contact Group Minutes



2 **Review of passenger issues regarding rail strikes**

The Group reviewed the live website page on feedback from passengers on recent and ongoing rail strikes. These issues have started to be received by the team, and this is expected to increase over the coming months.

3 **Any other business**

AL raised the possibility of reviewing the scope and process of casework handling by Transport Focus and LTW. This could potentially consider the 'modernisation' of our approach and role within the current statutory envelope.

The Group agreed such a review would be useful. JC noted however that the conclusions of any such review would inevitably impact on the scoping of the call centre contract retendering and needed to happen sooner rather than later. JC urged AL to ensure this matter was in scope of the upcoming Transport Focus / LTW bilateral on 1 December. The Group **agreed**.

Given the need to keep emerging trends in Casework under close review, the Group felt a meeting in January 2023 would be useful. This would be scheduled so as to provide time for a Q3 report to be produced.

WP thanked everyone for their contributions to the meeting, which concluded at 1145 hrs.

Actions:

- Review Casework report for information and terminology with SJ (LM)
- January 2023 Meeting required (JC)

Date of next scheduled meeting: Wednesday 12 April 2023 1000-1200

Transport Focus Audit and Risk Assurance Committee	
Date:	Wednesday 23 June 2022
Times:	11:00 – 11:40
Location	Video Conference
Classification	NOT PROTECTIVELY MARKED

Attended

Board members

Arthur Leathley	AL	Board Member for London (acting Chair)
Theo de Pencier	TdP	Board Member

Management attendance

Anthony Smith	AS	Chief Executive
Jon Carter	JC	Head of Board and Governance
Stephanie Ahemor	SA	Board and Governance Executive
Shahid Mohammed	SM	Finance Manager

Other attendees

Martin Burgess	MB	Engagement Director, NAO
Hazel Phillips	HP	Public Affairs Advisor

Apologies

Kate Denham	KD	Board Member, Chair
Aaron Condron	AC	Head of Internal Audit, GIAA

Item Subject

- Chair’s opening remarks; apologies, introductions and declarations of interest**
Apologies were received from KD and AC. No declarations of interest were made.
- To discuss the format and contents of the annual report and accounts for 2021-22**
AS introduced the final draft of the Annual Report and Accounts for 2021-22 and welcomed comments from Board Members. Following the Member’s Event in June, slight changes to the wording around key successes (from “win” to “success”) were suggested. Moreover, the report should remain GB-focussed throughout.

TdP noted that his chairing of the SGG for part of the year (followed by Rob Wilson) was missed out in the “Board Members in post” table on p26. He also pointed out the dashes (-) rather than “not applicable” (N/A) against his name on the “ARAC meetings” table on p33.

It was also noted that the phrasing of “three in five” signs reported through Sort My Sign on p10 could be misinterpreted, and so “60%” was suggested instead.

MB noted the drafting amendments without concern.

Board members expressed their appreciation of the work put into this year's report, taking into account feedback from previous years.

3 **To note the annual internal audit opinion for 2021-22 of the Head of Internal Audit**

JC gave an overview of the annual internal audit opinion for 2021-2022 which was now completed. The executive summary outlined the following findings:

- The overall opinion provided was of 'Moderate Assurance'
- Whilst some areas could be strengthened, Transport Focus' frameworks for governance risk management and control largely operate effectively
- Insight work delivery and complaint handling are both well controlled and managed areas, although there remains some room for improvement
- Greater efforts should be made to understand and assess the impact of work delivered, which requires ongoing change management and innovation
- Transport Focus has an effective management framework for information security, but which needs strengthening through process improvement and by delivering awareness training for employees
- Transport Focus would continue to operate in an uncertain and changing environment during 2022/23, considering the Williams-Shapps plan for rail in particular

In summary, GIAA reported some areas of improvement but no significant weaknesses. The latest position with regards to overdue recommendations was presented to ARAC in January 21/22. 51/63 (83%) of actions agreed due over the past 3 years have been closed, exceeding the benchmark of 75%. JC will reissue the rolling log for updating so that an updated position is presented at July's ARAC meeting.

Committee members shared their thanks to AC and the team for the work put into the internal audit.

The Committee **noted** the 2021-22 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 presented the audit completion report, inviting the committee to review the findings.

Regarding audit risks, no indications of management override of controls were identified. No fraud in revenue recognition was found. Transport Focus Wales expenditure was immaterial for 2021/22, and the Board has approved the guarantee under section 479C of the Companies Act.

For the continued adoption of IFRS 16, a presentational amendment was required for the Albany House lease to split out liability. The NAO is content with the Year End expenditure cut-off as there were no misstatements.

No significant change has been made to the letter of representation from previous years. Future audits will involve an updated methodology and changing standards. Changes will be presented to ARAC in due course.

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

The Committee **noted** the audit completion report, letter of representation and proposed Audit Certificate of the C&AG.

- 5 **To consider whether any material or significant unadjusted misstatements (i.e. 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 (~ £7800) 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 Isabel Liu's term of office. The statement outlined the purpose and functioning of the Audit and Risk Assurance committee and other aspects of governance arrangements.

AS noted that the phrasing under the "three key corporate risks" section ("Legislative and other similar constraints") requires careful wording and could be written more generically. JC noted that any changes in this section should be shared with the NAO.

The Committee **endorsed** the Governance Statement.

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

The draft report is currently being prepared and will be presented at the Board meeting in September.

8 **To agree the format and contents of the annual report and accounts for 2021-22 and, if so agreed, to resolve to propose to the Board that the annual report and accounts be adopted**

AL stated that subject to the agreed edits to the annual report, the Committee were now in a position to formally agree the format and contents of the Annual Report and Accounts for 2021-22 and **RESOLVED** to propose to the Board that the annual report and accounts be adopted.

The Committee unanimously **agreed**.

9 **Any other business**

There being no further business the meeting concluded at 11:40hrs.

Dates of next meeting:

Tuesday 12th July 1000-1300

Signed as a true and accurate record of the meeting:

Kate Denham, Chair

Date

Transport Focus Audit and Risk Assurance Committee

Date:	Tuesday 12 July 2022
Times:	10.00-11.35
Location	Video Conference (Zoom)
Classification	Not protectively marked

Attended

Board members:

Kate Denham	KD	Board member, Chair
Theo de Pencier	TdP	Board member
Arthur Leathley	AL	Board member for London
Nigel Stevens	NS	Board Chair; Board member

Management and other staff in attendance:

Anthony Smith	AS	Chief Executive & Accounting Officer
Shahid Mohammed	SM	Finance Manager
Stephanie Ahemor	SA	Board and Governance Executive

Other attendees:

Martin Burgess	MB	Engagement Director, NAO
Aaron Condon	AC	Head of Internal Audit, GIAA

Apologies:

Jon Carter	JC	Head of Board and Governance
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Preliminary

Chair's remarks; apologies, introductions and declarations of interest

The Chair opened the meeting and welcomed attendees. Apologies were received from JC. No conflicts or declarations of interest were declared.

PART A: Finance and statutory reporting

1. Update on annual report and accounts / audit

No significant changes were made to the annual report since the last ARAC meeting. The report is to be laid before Parliament imminently.

2. Management accounts to May 2022 and June update

Income and pay are generally in line with the forecast. Operating costs are slightly lower than forecasted due to lower than assumed travel and subsidence costs.

The expenditure profile shows a large spike in May due to the number of large research projects to be completed. Project and workplan commitments for the remainder of the year can be delivered with the agreed funding.

PART B: Business performance management and internal audit

1. Project management reports

1.1 Project summary report

On 30th June, 3 projects had a “red” status: London & Manchester Office Reconfiguration, Network Rail Wales & Western Region CP7 Business Plan Research and TOC Mystery Shopping Project. Since then, these projects have been downgraded as they await approval or are under end project review.

TdP questioned whether there may be a sense of project sponsors delaying current or future work due to the current economic climate. AS reassured the committee that there is no sense of this and that project sponsors are very willing to continue funding projects.

The publication of the Rail Retailing report has been put on hold until further notice. The sensitivity around the report and current industrial action was discussed by the committee.

AL noted that in project initiation documents to project sponsors, it is a condition that reports are to be published. He questioned whether the wording requires addressing, if the Rail Retailing report will not be published. AS suggested that the report could be published at a later date depending on how the climate changes in future.

1.2 Record of projects report

Details of all current live projects and status summaries are provided in the paper.

2. Business planning: work plan delivery update

AS highlighted upcoming reports which are due to be published in the coming months, including the EV charging tracker survey pilot, Your Bus Journey and Your Rail Journey. There is a risk that the rail industry is undergoing reform without insight from a major user survey, so it is vital that work is delivered in a timely manner.

Work around Bus Service Improvement Plans (BSIPs) has been well received by stakeholders ahead of funding later this year.

Covid-19 continues to be a risk to work plan delivery, as staff members have fallen ill. However, the work plan for Q1 is on track, with the majority of the work plan expected to be completed by the end of the year.

TdP noted that the Strategic Road User Survey (SRUS) was due to be published in July and asked whether this was still the case. AS confirmed that the report is to be published imminently, noting a temporary reduction of Comms team staff as an issue. Future mitigation could include hiring a freelancer to work on social media to support publication.

Upcoming rail reform work was discussed as a potentially unpredictable area in terms of resource and capacity. AS emphasised the need to look at the amount of time devoted to GBR in helping them get up and running. He stated the need to expand Mike's team, as there is not enough capacity.

3. Internal audit

3.1 Internal audit progress report

Work on the 2021/22 Internal Audit plan has concluded. The Annual Internal Audit Report and Opinion have been finalised. Core Financial Controls for 2021/22 have been reviewed, providing moderate assurance.

The Q1 review of Procurement is near completion and will be presented at the next ARAC meeting. The progress against plan was shared with the committee, with AC noting the increasingly flexible and responsive audit process. Plans are in place for the Q2 review of Succession Planning.

3.2 Internal audit reports

- **Core controls**

Three core financial control areas were identified and tested – functional standards, the new expenses system (Certify) and key controls operating over Transport Focus Wales Ltd. Steps taken to strengthen these areas include segregation of duties and real-time walkthroughs to ensure a good level of compliance.

The committee thanked GIAA for their work, with KD noting the usefulness of auditing to discover latent risks.

3.3 Rolling internal audit action log (historic plus live)

Audit actions have been compiled into a single spreadsheet which can be accessed by all involved parties. Good progress is being made to action findings and risks, with most due to be delivered by Q3.

PART C: Risk

1. Strategic opportunities and risks

One of the top 3 risks will be altered to reflect the ramping up of the change programme. Besides this, no significant changes have been made.

The committee discussed a range of strategic issues including the risk register, succession planning and external relations. Transport Focus's strong culture was discussed, and potential

strategic changes and their implications (e.g. a sudden influx of new hires) could impact culture. Making use of existing talent through succession planning (particularly through matching existing skillsets to roles) and being realistic about recruitment in the current climate was noted. NS stated his plan to discuss strategy in a future meeting.

AL asked to what extent the DfT know of the risk register and if they are aware of potential hiring and resource issues. SA stated that while the risk register may not be shared with the DfT, it could be shared in future. TdP noted that the wording of any risk register should be carefully checked before sharing.

2. Team risks: corporate services

No new risks have been identified. Risks which are currently under mitigation include succession planning and unauthorised access to Transport Focus systems and data.

3. Change programme

The paper outlined risk themes, with impact values and risk appetite noted.

4. Information risk

4.1. Q1 Information risk report (including DPCR21 update)

Item deferred to the next meeting.

4.2. SIRO annual letter to Accounting Officer 2022

Item deferred to the next meeting.

PART D: Governance and scrutiny

1. Annual review: whistleblowing

There were no further comments.

2. Annual review: ARAC terms of reference

There were no further comments.

3. Annual review: contingency succession planning (in advance of audit)

AS identified 7 senior members of staff as “business critical” whose skills and organisational knowledge would be difficult to replace at short notice. Responsibilities have been discharged to mid- and junior-level staff to help develop talent. An initial succession plan has been drawn up considering future staffing changes, considering potential new hires and strategy.

KD noted that this process also requires the consideration of losing mid- and junior-level staff, and how to increase the diversity of higher-level staff.

AL asked whether there is any market testing in place to see whether Transport Focus's remuneration offering is comparable to competitors. AS suggested that this could be done in future and potentially shared with DfT to give insight into the resourcing needed.

4. ARAC annual self-assessment

This is to be submitted in November.

5. ARAC annual report to Board

This report is in preparation.

PART E: Standing items

1. Minutes from previous meetings:

1.1 May 2022

The minutes of the previous meeting were approved.

1.2 June 2022

The minutes of the previous meeting were approved.

2. Action matrix

There were no further comments.

3. Meetings of subsidiary undertakings

3.1 Transport Focus Wales Ltd

Business meeting notes (June 2022)

These were noted.

Board meeting minutes (June 2022)

These were noted.

3.2 Transport Focus Scotland Ltd

Business Meeting notes (May 2022)

These were noted.

PART F: Staffing and remuneration

1. Staff forum update

These continue to be held every 2 months and have been a positive way of keeping staff engaged and receiving feedback. Hybrid working remains a challenge, with the London office more in use than the Manchester office. The Staff Away Day at the end of July in Leeds will be a good opportunity for staff to connect.

TdP asked whether there is any scope to join stakeholder managers for visits with stakeholders or to visit the London and Manchester offices more. AS encouraged Board members to do this, who he expected would be delighted to be joined.

2. Staff development update

There were no further comments.

Other

Any other business

There being no further business, the meeting concluded at 1135 hrs.

Signed as accurate record of the meeting

Kate Denham

Chair

Date

Date of next meeting: Wednesday 18 January 2023, 1000-1200

Minutes

Transport Focus Audit and Risk Assurance Committee	
Date:	Wednesday 12 October 2022
Times:	10.00-12.00
Location	Video Conference (Zoom)
Classification	Not protectively marked

Attended

Board members:

Kate Denham	KD	Board member, Chair
Theo de Pencier	TdP	Board member
Arthur Leathley	AL	Board member for London

Management and other staff in attendance:

Anthony Smith	AS	Chief executive & Accounting Officer
Nigel Holden	NH	Corporate services director
Jon Carter	JC	Head of board and governance
Mike Hewitson	MH	Head of policy
Shahid Mohammed	SM	Finance manager

Other attendees:

Aaron Condron	AC	Head of Internal Audit, GIAA
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Apologies:

Martin Burgess	MB	Engagement Director, NAO
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Preliminary

1 Chairs opening remarks, apologies, declarations of conflict of interest

KD welcomed everyone to the meeting, and recorded no apologies or conflicts of interest. She welcomed back NH who was undertaking a phased return to work.

A Finance and statutory reporting

1/2 Management accounts to August 2022, end September update and mid-year review of expenditure

SM reported that as at the end of September, and post a cross organisation budget review, approximately £260,000 had been reallocated to the unallocated pots (including c £70,000 from projected staffing underspends and £50,000 from travel and subsistence). This meant that (at the end of September the unallocated pots stood at around £420,000 for passenger work, and £70,000 for roads at end of August.

Management Team had worked through the opportunities the updated discretionary pots presented, and had agreed a range of projects that were (a) necessary or at least highly desirable to complete during the second half of the year, and (b) represented good value for money. This would mean using the entirety of the remaining roads pot and all but £50,000 of the passenger pot. Of the latter, the big ticket item was Your Bus Journey (c£250,000) to be fully funded by Transport Focus as the bus operator / local authority community was unsure of the extent to which it could contribute, if at all.

All other budget lines were broadly on track.

TdeP observed that it might have been far more useful to have reviewed the September accounts at this point – August accounts could not paint the picture as described above and the Committee, on behalf of the Board, had a duty to review and validate Management Team's mid year review. It was agreed that the October and April meetings would be held in the second half of those months for both mid-year and year-end budget review purposes.

SM also explained a c£11,000 positive variance on external jointly funded projects where costs attributable to Transport Focus had been lower than anticipated.

It was noted that treasury management appeared to be working well. Among other points made were:

- The issue of Transport Focus's contribution to the new rail survey was still being discussed. It was conceivable that a contribution might be required in 2022-23 but unlikely; AS would push back robustly on this as Transport Focus was already making a huge contribution in terms of staff time.
- No cost of living increase allowance had been included in the staffing budgets, which would take account of any general pay uplift in the normal way in the new year.
- KD believed the EV project suggested that certain projects were going ahead before they had received proper approval to do so, and that financial reporting and project approvals could be better aligned. NH and JC to take this up as part of the upcoming project framework / financial delegations review.

- It was also noted that the call centre costs were (unusually) higher than normal, with c £30K more than budgeted forecast. This was mainly as a result of increase in Eurostar complaints handled by London TravelWatch – the call centre contract was structured on a volume basis: calls increase, costs increase. A mid-year review of strategic value reconciliation under the Collaboration Agreement was work in progress and would be reported to the January meeting of the Committee. This, in turn, would inform the annual CARGO review shortly thereafter; the review would identify and propose any changes to the Collaboration Agreement as required.

B Business performance management and internal audit

1 Project management reports (as at end August 2022)

1.1 Project summary report

1.2 Record of projects report

SM reported on the range of projects as at the end of *September*, which JC had recently circulated. One only project was at red (awaiting cancellation/deletion) with three at amber (one of which was rail retailing which, though stalled in terms of publication, had been widely circulated and well received; no additional costs were incurred as a result of DfT's sensitivity on this matter.)

AL noted that the TT2 project had been ongoing for some time. AS noted that there were some engagement issues with this project which, despite it having great potential, had also provided some lessons to be learned.

The large number of projects published in September was noted, although some were low key and may have escaped the radar.

2 **Business planning: work plan delivery update, and update on change programme**

AS reported good progress against the workplan, in particular GBR and transformation, Your Bus Journey and EV charging. This was despite the major reprioritisation required as a result of industrial action, ticket office opening hours (schedule 17) and the state funeral of HM Queen Elizabeth II. It was already clear that a relatively light workplan for next year, based on this years ongoing commitments, would be required; there were simply too many unknown.

3 Internal audit

3.1 Internal audit progress report

AA updated on good progress. The team had just completed the succession planning audit with an exit meeting planned next week.

The terms of reference for each audit were discussed, and whether these took too long to be agreed? AA considered this was not a problem now as it had been in the past, and if there occasional delays these happened at least as often on the GIAA side as on the Transport Focus side.

3.2 Internal audit reports completed this quarter:

- Procurement

The procurement audit had returned a moderate level of assurance. There were some good audit trails, enabling scrutiny of contracts and review of bids and evaluations. Clearly there was room for some improvement, and the audit had identified six medium and one low priority actions. The most pressing were the need for an overall procurement strategy and the relationship with freelancers. On the former, there was no cross-government template (and no Government Functional Standard yet) so the strategy would have to be worked up from scratch. There were some helpful suggestions in the report.

The Committee were less concerned with declarations of interest and document retention and more concerned with process (call centre contract) and relationship management (with freelancers) where it was easy to get it wrong and waste a lot of time. The key issues may be described as ‘beyond the paperwork’ – better outcomes, and better VFM. Simple things like allocating enough time in project planning for whatever procurement was necessary must be considered important and some teams had more experience of this than others.

AS noted that the freelancer issue is already on the radar (from Statistics Governance Group) and the recommendations were helpful as part of the forthcoming review. KD agreed that a balance needed to be struck, but first time potential freelancers need to expect to jump through some hoops.

The Committee noted that the call centre contract must be retendered over the coming year, and that a proposal to this effect was to go the Board shortly.

The Committee **agreed** that the medium priority actions should be added to the RIALL.

3.2 GIAA A&RAC Supplement August 2022

AA highlighted the GIAA supplement which would be of interest to Committee members.

KD thanked AA for the usefulness of the reports and looked forward to the succession planning audit in due course.

C Risk

1 Strategic opportunities and risks

AS introduced the updated register, which now included a ‘change’ risk.

JC noted that the Transport Focus Chair had requested a comprehensive review of these risks, which would be given space on the agenda at the Dec 22 ME. A meeting to include NS, AS, KD and JC was being set up on or around 15 December.

2 Team risks: transport teams

The Committee noted the transport teams risks. The last quarter had been dominated by strikes and Avanti issues, and this unexpected work needed reflecting in the register. But the issues were ongoing and very real – for any operator. AL noted we need to be aware of not becoming part of the problem – we must remain clearly on the side of the passenger, but this is a challenge. MH noted that Avanti issues were localised – a major problem in the northwest but not necessarily elsewhere. TdeP additionally noted that – as so often – its all about rail, and the good work going on with bus and roads could become unsung. AS noted this was always a risk, and in fact there is no shortage of non-rail work going on. The Committee **noted** the transport teams risks.

3 Team risks: CEO team

The Committee **noted** the CEO team risks, particularly that of resourcing.

4 Information risk

4.1 Q2 Information risk report (including DPCR21 update)

4.2 SIRO annual letter to Accounting Officer 2022

JC introduced his report for the six months to September 2022. Much progress had been made on working through the actions from the DPCR21. In particular, the updated DPIA screen (for the project workbook) was now in an advanced stage. Meetings had been held with all teams (including London TravelWatch) and the RoPA was nearing completion. A new training and awareness arrangement had been concluded with Bobs Business which would replace the less than satisfactory module on CSL. KD had offered to deliver a couple of ‘coffee and learn’ sessions to introduce the new programme.

One item on the FOIA/SAR log had provided cause for concern, and this would be taken up with the casework manager.

D Governance and scrutiny

- 1 **Annual review: fraud policy**
Other than correcting the spelling of 'manger' to 'manager', the Committee **noted** the policy with no amendments proposed.
- 2 **Annual review: expenses policy**
The Committee **noted** the policy with no amendments proposed.
- 3 **ARAC annual self-assessment**
KD and JC to discuss this off line.
- 4 **ARAC annual report to Board (for Oct 22 ME and Nov 22 BM)**
KD noted a few typographical and other suggestions from the Committee and GIAA; JC would make these changes before including on the ME agenda later that week.

E Standing items

- 1 **Minutes from previous meetings:**
 - 1.1 July 2022
The minutes of the meeting held on 12 July 2022 were **agreed** as a true and accurate record.
- 2 **Action matrix**
There were no outstanding items
- 3 **Meetings of subsidiary undertakings**
 - 3.1 Transport Focus Wales Ltd
The Business meeting notes of September 2022 were **noted**.

F Staffing and remuneration

1 Staff forum update

AS noted that Geoff Grant had joined the forum, which remained useful, especially now we were getting into the detail of reset. Theo noted that BM's had less than total visibility of forum and other staffing issues; JC noted that a 'people' slot had been created on the ME agenda which could usefully include staff forum feedback.

2 Staff development update

AS noted that opportunities for staff development remain important, especially during the reset process. He is currently talking to all members of staff on this subject. Lunch / coffee and learns remain frequent and well attended. Further rounds of H&S and fire training were in hand, with GDPR training to follow.

3 Absence and Diversity report Q2

NH presented the report. Greater levels of sickness (especially COVID) have affected the overall levels of absence, but excluding these the levels are within accepted norms. There were no cases of longer-term absence which gave cause for concern. TdeP noted that there was limited staff return to office and that therefore there was a danger of missing signs of decreasing wellbeing. Something to keep under review. AS reconfirmed that training for management team in this respect was planned, but there remained a reluctance across the entire organisation to attend the office more regularly. KD suggested that we should continue to work on incentives and, perhaps, more formal models of flexible working.

Other

1 Any other business

JC reported that a review of financial delegations and related project management issues was under way. He would report this to the forthcoming informal board meeting. The Committee would have visibility of this review and its recommendation as soon as possible.

It was agreed that an offline discussion on internal audit actions would be useful before the next outing of the RIALL in January 2023.

2 The meeting concluded at 1152 hrs

Summary of actions

#	Topic	Description	Owner	Due Date
1	October and April meetings	Reschedule to third week of month	JC	Complete
2	Project approvals and financial reporting	Identify how these can be better aligned	NH & JC	January 2023
3	CA & Strategic Value	Bring back reconciliation to January meeting	NH	January 2023
4	ARAC members annual survey	To discuss offline	KD	November 2022
5	RIALL	KD, AA and JC discuss offline	JC	November 2022

**AUDIT AND RISK ASSURANCE COMMITTEE
2021-22 ANNUAL REPORT TO THE BOARD
[15 JUNE 2022]**

1. Chair's Introduction

As the new Chair I am pleased to submit this 2020-21 Annual Report of the Audit and Risk Assurance Committee (ARAC) to the Board in accordance with the Terms of Reference, which were last updated in July 2022.

We received an unqualified set of accounts from the Comptroller and Auditor General (C&AG). The Board approved the 2021-22 Annual Report and Accounts and the C&AG signed the audit certificate on 23 June 2022. They were laid before Parliament on 12 July 2022.

This financial year included the further waves of the COVID-19 pandemic. During the period, Transport Focus focused on moving forwards, not back, working to reestablish the rigour and import of our core products whilst adopting the benefits of an immediate, virtual consumer voice. We have reflected deeply on our role in a world that sees the value and critical importance of diversity in both our workforce and customer voice and the changes we need to make. We have steadied and readied ourselves for the change that is likely to come post the publication of the Williams review. We have, like all organisations, adjusted to 'post-covid' ways of working and recruitment expectations (and even managed to move our London office in the middle of it all).

The first six months of the year saw Transport Focus begin to focus on the refreshed opportunities and risks developed at our 2021 workshop and these are reflected on at the beginning of every Members event and board pack. We held a dedicated ARAC session on cyber security and also completed our ARAC self-assessment as well as continuing to regularly reflect on the strategic and team level risks of the organisation on a quarterly basis.

In the latter half of the year our focus shifted to the implications of change for the organisation – financial, cultural, and practical – following the Williams review.

It would not be right to end the year without acknowledging our brilliant former ARAC chair Isabel who stood down mid way through the year following the conclusion of her term. Her attention to detail and passion for the role of ARAC will be much missed and I do hope to be able to pick up the baton to the same standard moving forward, with the support of the wider committee.

Kate Denham

Chair

Audit and Risk Assurance Committee

2. The Purpose of the Committee

The ARAC is a committee of the Transport Focus Board and reports to the Board after each meeting.

The ARAC is governed by its Terms of Reference, last updated in July 2022, including delegations from the Board. In essence, the ARAC supports Transport Focus, including its subsidiaries, on all matters relating to corporate governance, financial management and significant HR matters, and oversees the process of internal and external audit. This entails providing guidance to the Chief Executive in his role of Accounting Officer and includes challenge to the Management Team on its interpretation of risk and other information reported to the Committee.

The Committee held quarterly meetings in April, July, October and January. In addition, in June 2022 the Committee reviewed and approved the Annual Report and Accounts, the audit completion report by National Audit Office (NAO), and the Government Internal Audit Agency (GIAA) annual internal audit opinion for the preceding 2021-22 financial year.

During the 2021-22 financial year, the non-executive members of the ARAC continued their service:

- Isabel Liu, Outgoing Chair – Isabel has been a member of the Committee since joining the Board in March 2013. Her career is in investing equity in infrastructure in the UK and around the world. She has been a Chief Financial Officer and director at airport companies. She holds an MBA from the University of Chicago Booth School of Business and a Masters in Public Policy from the Harvard Kennedy School of Government.
- Kate Denham, Incoming Chair – Kate joined the Board in September 2018. She advises non profit organisations on strategy, risk, building long-term business models, income generation and change. She is managing director of The Public Good Company and founder and Trustee of the early years charity Babyzone. She has held a number of previous non-executive roles in healthcare related organisations including as Vice-Chair and Chair of Remuneration Committee. She graduated from Oxford University with a degree in PPE.
- Arthur Leathley – Arthur joined the Board in October 2017 representing London as the Chair of London Travelwatch. His career in communications started as a transport journalist, before moving on to Virgin Trains, Amey, the Cabinet Office and the Department of Energy and Climate Change.

We also welcomed a new member to the ARAC following Isabel's departure

- Theo De Pencier was appointed to the Transport Focus Board in 2015 with a specific focus on the interests of road users, following a long career in transportation. Theo has over 30 years of board level experience in logistics and supply chain and was chief executive of the Freight Transport Association for eight years. In 2016 Theo was elected to the Motor Transport Hall of Fame in recognition of his service to the road transport industry.

3. Assurances

The ARAC is satisfied that it is discharging its duty of review and challenge in respect of the comprehensiveness, reliability and integrity of the assurances it receives from management and others. These assurances are sufficient to support the Board and the Accounting Officer in taking decisions and fulfilling their accountability obligations.

Audit and Risk

The Railways Act 2005 requires Transport Focus to submit its accounts for audit by the C&AG; thus the NAO provides the **external audit** function. In 2021 the ARAC approved the NAO's audit plan for 2021-22 and agreed the audit fee at £35,500 (26.79% increase on the previous year). The ARAC in May 2022 recommended the Annual Report and Accounts for Board approval. Board approval was given. The NAO recommended to the C&AG that the accounts be certified with an unqualified opinion. The Annual Report and Accounts for 2021-22 were laid before Parliament on 12 July 2021.

We are directed by the Combined Code and our Terms of Reference to assess the NAO's service.

The Management Statement agreed with DfT requires that Transport Focus have an **internal audit** function. This is provided by the GIAA. In 2021 the ARAC agreed GIAA's internal audit workplan and a fee of £33,600 for the 2021-22 year, which is a 19.4% increase (it remained static last year). The GIAA's annual opinion of Transport Focus is 'Moderate', the second highest of four possible opinions and the same as for last year. This reflects the findings of the individual audits, which were:

- Complaints handling and casework - Moderate
- Insight products – Moderate
- Information management – Moderate
- Core financial controls – Moderate

The following comments from the GIAA Annual Report convey how Transport Focus's governance and processes have been both robust and adaptive in this year of change:

The Moderate assurance opinion reflects that, whilst there are some areas that can be strengthened, Transport Focus' frameworks for governance, risk management and control are largely operating effectively in helping to deliver its objectives.

During 2021/22 we reviewed two areas of key operational activity for Transport Focus; the delivery of insights work, and its statutory duty to handle complaints. These are both important to passengers - understanding and analysing what matters to them and helping to get the best outcomes. Both areas were found to be well controlled and managed. Governance arrangements were operating effectively, though in both regimes, greater efforts can be made to understand and assess the impact of the work delivered. These areas are likely to require ongoing change management and innovation.

Transport Focus is an information-rich organisation. The analysis and exploitation of this provides valuable insights into commuter feedback and patterns of behaviour that can help to shape and influence policy. This information must be appropriately protected, and our review of information security found an effective management framework and structure in place. There are several areas within this framework that should be strengthened however, including the need to deliver awareness focused training for employees and address other technical areas and resource related factors highlighted both by our review and that of a separate specialist consultant. Governance and risk management arrangements were found to be comprehensive and generally provide good visibility of matters arising via effective reporting. Owing in part to the size of the organisation, we highlighted areas of risk during the year with resource capacity and agreed actions to review these.

Change is likely to feature prominently in the year ahead – the Williams-Shapps plan for rail sets out that ‘Transport Focus will be reformed to make it the passenger champion’ and proposes remit changes. The organisation will need to be flexible and ensure it has the appropriate capacity and capability to deliver on this alongside its business-as-usual activity.

A major part of the ARAC’s **risk assessment** in the round is its review of strategic risk and information risk registers at each quarterly meeting and an annual rota of the team risk registers – Communications, Corporate Services, Transport, CEO, and Insight. On information risk, there were minimal incidents and no data breaches.

The ARAC has a rolling programme of reviewing our policies and this year this included:

- Gifts and hospitality
- Expenses
- Whistleblowing
- Fraud
- Conduct

4. ARAC Management and Self-Assessment

The NAO in November 2017 provided a suggested checklist for self-assessment. The ARAC carried out a self-assessment in July 2021.

Statistics Governance Group	Date	14/06/22	Time	1000-1200	Venue	Zoom
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Attended**Board members:**

Rob Wilson	RW	Board Member, Transport Focus, Chair
Trisha McAuley OBE	TM	Board Member, Transport Focus

Management and other staff in attendance:

Jon Carter	JC	Head of board and governance
Stephanie Ahemor	SA	Board and governance executive
Louise Coward	LC	Head of Insight
Robert Pain	RP	Senior Insight Advisor
David Greeno	DG	Senior Insight Advisor
Murray Leader	ML	Senior Insight Advisor
Jo Curran	JCu	Insight freelancer

Apologies

Anthony Smith	AS	Chief executive
Alan Benson MBE	AB	Board member, London TravelWatch

Time	Item	Subject
A Standing items		
10.00	1	Chair's opening remarks; apologies and introductions Apologies received from Anthony Smith and Alan Benson MBE. The committee congratulated Alan for his MBE for services for disabled people on transport. He was wished a very special day for receiving his award.
	2	Minutes from previous meeting: March 2022 Item on digital exclusion has not been recognised as a discrete action. Action: SA to log on action matrix. Minutes approved as an accurate record.

	3	Outstanding actions No further outstanding actions.
B Insight Audit		
	1	Insights products final audit report The audit was completed at the end of last year. It was a generally positive report with a rating of moderate. The insight team worked with the GIAA to address the recommendations. Actions have been drawn up in response. Action: Board members asked for an update on the progress of actions in due course (Sep 2022)
C Overview of progress and plans for satisfaction and experience measurement		
	1	General update The Insight team is heavily involved in the design and procurement of the new rail survey. Development is progressing well. The relationship with GBRTT is good. The insight team has been asked to put together costs for a large-scale piece of work looking at the passenger experience which will span several years. Some quantitative work has also been set up. A panel with around 50 people will be set up, this costs around £150,000 a year. The community would be run by Transport Focus for GBRTT; however, they would be heavily involved. Transport Focus reserves the right to publish the output. This would be clarified in a partnership agreement. The project will be brought to the board for approval due to the size and scale. Action: The committee suggested having a discussion about partnership agreements in general at board level.
D Rail Passenger Satisfaction		
	1	Your Rail Journey update Currently finalising the draft reports from this project. The aim is to share the report with key stakeholders in the next few weeks. A publication will be released at the end of next week. There were a slightly lower number of passengers willing to do a survey, however there was a higher response rate from those willing to complete it. Shifts which aimed to pick up evening passengers who were disembarking were not quite as successful but useful to test methodologies. Positive that the chosen methodology is the right one.
	2	Update on plans for future measurement of rail passenger experience The DfT issued an early procurement notice for this project in May and four agencies have expressed interest. A method review will be conducted as well as a transition survey of customer experience data. It is expected that this work will start in Autumn 2023. Transport Focus is part of the team which expresses views and answers questions from tenders. The team is using the development work from Your Rail Journey in this project.

		<p>LCwd in response to a question from RW felt that there were no risks at this stage. Work has largely been positive and the teams from RDG, DfT and GBRTT are working well together. In the future, there could be a risk if relationships between stakeholders break down, Transport Focus may then develop its own survey. Currently, governance on the long-term survey is being carried out, in order to minimise risk.</p>
E Bus Passenger Satisfaction		
	1	<p>Your Bus Journey update and update on plans for future measurement of bus passenger experience</p> <p>Artificial Intelligence coding of verbatim comments are still being trialled. There is a provisional date of 24 June 2022 to publish the series of reports produced from the two year long project.</p> <p>A tendering process is underway for Your Bus Journey. This will go through the Delta e-sourcing system. Discussions have begun with local authorities to introduce a survey for those who have been funded by BSIP and also to the authorities who have not been funded. It was seen that stopping passengers at bus stops was not effective in terms of productivity. Busier areas such as high streets were then picked to get higher numbers. Following the first phase of the trial, the team is now looking at clusters of bus stops in order to further increase numbers. This option and on board bus surveys will be considered in tenders.</p> <p>Board members discussed surveying non-users in rural areas who have difficulties in accessing the bus network. A QR code was trialled for passengers whose bus was late or did not turn up at all, however, only four responses were collected through this method. Using field workers has generated a more consistent response. It was noted that a weakness in the report was rural areas as not enough high quality information was gathered.</p> <p>Board members asked how non-users could be surveyed.</p> <p>Traditionally, they have been surveyed through separate pieces of research. Work has been done with lapsed travellers due to Covid. The omnibus that will be published in the next few works will cover this in part.</p>
F Omnibus		
	1	<p>Weekly rail and bus survey tracker</p> <p>In the last three months, the tracker has moved to four weekly reporting. The survey provides the essentials through a set of core metrics. They are well received by stakeholders. The tracker was designed as an interim project. At the end of September, it will be determined whether a further extension is necessary. The project is funded internally.</p>
G Strategic Road Users Survey (SRUS)		
	1	<p>General update and future planning</p> <p>A guaranteed voucher was offered to those eligible to take part. This has significantly improved response rates. Numbers are returning to pre-covid levels when surveys were face to face. The demographic profile has also improved significantly. Guaranteed incentives seem to</p>

		be engaging young people more. The number of 17–30-year-olds participating has doubled. Board members were pleased with the results.
H Logistics and Coach Manager Survey		
	1	Logistics and Coach Manager Survey update This survey is continuous. Wave 5 of the survey has now been completed. Its output is similar to the previous survey done three months earlier. National Highways have taken a significant interest in the survey. Transport Focus retendered for the project, the best bid which has now been accepted, is from the incumbent agency. Due to increasing agency costs, there will be approximately a quarter less mailings. There will also be only one reminder, instead of an initial letter and two reminders.
I Motorway Services User Survey (MSUS)		
	1	General update The survey is now out. The method of core metrics and wider metrics are out in field. Numbers received per field worker shift are significant. Data can be compared on core metrics across individual service stations at a granular level. Standard of toilets, retail and value for money will be included in the metrics. This information will be communicated to operators. The survey will conclude in July with results published in early October and presented to MSA's.
J Any other business		
		None.
12.00		Close

Date of next meeting: Wednesday 14 September 2022 at 1000 to 1200

Statistics Governance Group	Date	14/06/22	Time	1000-1135	Venue	Zoom
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Attended**Board members:**

Rob Wilson	RW	Board Member, Transport Focus, Chair
Trisha McAuley OBE	TM	Board Member, Transport Focus
Alan Benson MBE	AB	Board member, London TravelWatch

Management and other staff in attendance:

Anthony Smith	AS	Chief executive
Jon Carter	JC	Head of board and governance
Stephanie Ahemor	SA	Board and governance executive
Louise Coward	LCd	Head of Insight
Robert Pain	RP	Senior Insight Advisor
David Greeno	DG	Senior Insight Advisor
Murray Leader	ML	Senior Insight Advisor
Jo Curran	JCu	Insight freelancer

Time	Item	Subject
A Standing items		
10.00	1	Chair's opening remarks; apologies and introductions No apologies were received. RW congratulated Alan for his MBE for services for disabled people in transport.
	2	Minutes from previous meeting: June 2022 Murray will send minor adjustments to Stephanie. Minutes approved as an accurate record.
	3	Outstanding actions AB noted that "political beliefs" are no longer a protected characteristic in equalities impact assessments (EIA). Action: EIA to be refreshed through ongoing work with Business Improvement team Action: Board members to be updated on progress on digital exclusion action in due course (Dec 2022)

B Insight Audit		
	1	<p>Insights products audit actions progress</p> <p>Regular, formal reviews of agencies and freelancers are fully documented and are working well. Work alongside the Business Improvement team has highlighted two potential changes to projects: having a measurable quality standard within each project brief and adding a measure for project impact e.g. what <i>is</i> impact? What would impact look like?</p>
C Overview of progress and plans for satisfaction and experience measurement		
	1	<p>General update</p> <p>The Insight team has successfully used the transport user panel to rapidly inform industry on their experiences during strike action, Avanti disruption and the Queen's funeral arrangements. Mystery shopping has proven to be a useful method for providing insight on user experiences during strike action and Avanti disruption.</p> <p>Two projects have been tendered: Your Bus Journey and the new rail survey. In terms of resourcing, only one company bid for the Your Bus Journey tender. Moreover, two of the four most frequently used freelancers have taken full time employment elsewhere. Board members expressed their concern on this matter: AS will discuss with LCd and report back.</p> <p>The Group discussed what more could be done to capture the experience of disabled people in the transport user panel and to ensure that data is gathered in an inclusive way e.g. by using BSL signing. It was suggested that Transport Focus could partner with disability charities and groups (such as The Research Institute for Disabled Consumers) in future to make sure the panel is more representative. Digitally and financially excluded transport users also need to be considered in future panel reprofiling and refreshes.</p>
D Rail Passenger Satisfaction		
	1	<p>Your Rail Journey update</p> <p>The project report was published in late July and shared widely with key stakeholders. Findings and development work from this project will be used to inform the future measurement of rail passenger experience.</p>
	2	<p>Update on plans for future measurement of rail passenger experience</p> <p>A questionnaire for use in the customer experience survey has been drafted and revised, to be agreed upon by early November. A tender to find the best methodological approach for a regular rail customer experience survey of rail journeys (to replace NRPS and Wavelength surveys) has been issued to BVA-BDRC. Initial work has included the drafting of a project plan, developing a list of methodologies and</p>

		<p>criteria to compare them. A transition survey to collect customer experience until procurement will be commissioned in early 2023, with the survey to start in Autumn 2023.</p> <p>The Group questioned whether past Insight work would be “lost” due to new workstreams. AS in response to a question from RW noted that Transport Focus will be heavily involved in GBRTT, so past work should inform them.</p>
E Bus Passenger Satisfaction		
	1	<p>Your Bus Journey update and update on plans for future measurement of bus passenger experience</p> <p>Reports from the Your Bus Journey refinement project were published in June. A supplier (BVA-BCRC) for the ongoing Your Bus Journey survey was appointed in August. Following receiving the winning proposal, the refinement project and further analysis of the ‘at stop’ approach, changes have been made for both operator-based on-board surveying and ‘at stop’ surveying. Discussions with local authorities and bus operators have provided useful feedback on the offering and its cost. The budget has been reviewed to gauge whether Transport Focus’s financial contribution levels can be flexible to ensure that key local authority areas sign ups.</p> <p>In response to a question on the frequency of publication findings from RW, RP outlined that surveys will be carried out 48 weeks a year, with headline figures published on a four-weekly basis. More detailed reporting will be provided every 6 months.</p>
F Omnibus		
	1	<p>Weekly rail and bus survey tracker</p> <p>The survey continues to provide core metrics every four weeks. They are well received by stakeholders such as Transport Scotland and Andy Burnham. The tracker will potentially continue until March 2023, depending on how quickly the next surveys start.</p>
G Strategic Road Users Survey (SRUS)		
	1	<p>General update and future planning</p> <p>The July data are now available to view in the data hub. A record number of interviews (over 800) has been achieved, following on from sustained levels of participation since April (over 700 per month). The SRUS is well received by the DfT and National Highways. The number of invitation letters has been reduced to one: the impact of this will be monitored, particularly whether it improves the age profile of the surveys further. An SRUS target within the National Highways performance specification set by the DfT may be reinstated.</p>
H Logistics and Coach Manager Survey		
	1	<p>Logistics and Coach Manager Survey update</p> <p>Wave 6 (May to July 2022) fieldwork has been completed, although mailing was deferred until the first week of June due to the Jubilee weekend. Data will be analysed in early September and uploaded to the Data Hub by the end of September. National Highways have a project team (consultants Atkins) who will take a forensic look at survey data to support their understanding of freight experience: a data</p>

		<p>sharing agreement is being developed for this. The cost of the tender has increased to above the DfT grant provided for the survey (~£75,000), meaning that the agency scaled back Wave 6 numbers by a quarter. Budgeting is to be discussed with the Project Sponsor before Wave 7 mailing deadlines.</p> <p>In response to a question from TM, GD noted that Atkin's data findings on freight experience may be shared with Transport Focus depending on the data sharing agreement.</p>
I Motorway Services User Survey (MSUS)		
	1	<p>General update</p> <p>Short interviews (key metrics gauged 'face to face') were better secured than expected, with 262 per MSA on average across 119 MSAs. Long interviews (more detailed experience measures either 'face to face' or remotely) were more varied, with 47 per MSA. The key metrics section was presented to senior teams in early August and was well received. Particularly good feedback was received from teams on the 'likelihood to recommend' key metric, which can be compared to others within and beyond their own sector. For the long interviews, the addition of 'EPIC' questions (did the MSA go above and beyond?) gave further opportunities to look deeper into the data. Project results are due to be published on 19th October, with an event at Rugby MSA.</p>
J Any other business		
		None.
11.35		Close

Summary of new / updated actions

Item	Description	Owner	Due date
SGG 2223-001	Digital exclusion: update required (updated)	LCd	Dec 22
SGG 2223-004	EIA: needs updating urgently via BIT	LCn	Dec 22
SGG 2223-005	Freelancers: availability requires urgent review	AS / LCd	Dec 22

Date of next meeting: Wednesday 14 December 2022 at 1000 to 1200

TRANSPORT FOCUS WALES LIMITED

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

Telephone 0300 123 0855

BUSINESS MEETING NOTES

Date: Thursday 8 September 2022
 Location: VIDEO CONFERENCE CALL ONLY
 Time: 10:00 – 11:10
Classification: NOT PROTECTIVELY MARKED

Zoom Video Call

Attended

Nigel Stevens	NS	Director, Chair
Cllr William Powell	WP	Director, and Board Member for Wales, Transport Focus
David Sidebottom	DS	Director
Jon Carter	JC	Secretary
David Beer	DB	Senior Manager Wales, Transport Focus
Michelle Roles	MR	Stakeholder Manager Wales, Transport Focus
Stephanie Ahemor	SA	Board and governance executive
Shahid Mohammed	SM	Finance manager
Apologies		
Nigel Holden	NH	Director
Anthony Smith	AS	Chief Executive, Transport Focus
<i>Copy to</i>		
Hazel Philips	HP	Public affairs advisor

Item	Subject
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1	Chair's opening remarks; apologies; declarations of interest.
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Apologies were received from Nigel Holden and Anthony Smith. No declarations of interest were made.

2.1	Notes from previous meeting: June 2022
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The minutes were agreed as a true record of the meeting.

2.2	Action points for updating not covered elsewhere
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None.

3 **Reports**

3.1 **Operational report**

A meeting was held between Stena, TfW and Transport Focus on ferry/rail connections at Fishguard Harbour to identify issues and discuss next steps. Issues such as tight connection times and timetabling issues for changes at Carmarthen were raised. TfW will continue to work through its improvement plan, with areas that cannot be improved shared with Stena to improve communication.

After several months of liaising between the Trainline, Stena and TfW, the formal complaint from a passenger who missed a ferry has been resolved. The passenger has received a full reimbursement of costs from Stena, as well as a goodwill gesture of complimentary sail and rail tickets. This “win” has been shared internally via an article in the Transport User Voice.

Capacity issues over the summer holidays have been raised by stakeholders, partially rail user groups such as SCRUA. A meeting with the TfW stakeholder team has been planned for September to see how stakeholder interaction and response can be improved. Direct discussions with the new TfW lead for customer experience are expected to better understand regional activity and how to work best to secure improvements for passengers.

Transport Focus has supported TfW on their review of their passenger charter, with requests for better understanding of data insights to see changes in passenger trends and behaviour. Transport Focus was also invited to speak at an online policy forum event, where recent research was presented. These opportunities have showcased the work of Transport Focus more widely in Wales.

NS asked whether there are any further ways to promote Transport Focus Wales’ “wins”, and whether they are recorded appropriately.

Action: Board to think about how to record and discuss “wins”.

3.2 **Strategic issues report**

Network Rail Wales Route Supervisory Board: July’s meeting focussed on rolling stock and performance issues. Particular issues with Wrexham-Bidston (Vivarail stock) and North-South (Mark IV) services were noted, with problems including breakdowns and thermal incidents. Mark IV issues are to be ironed out prior to adding to Cardiff-Manchester services. Class 170’s, meant to boost the Cardiff and

Valleys, have been handed back to DfT.

Network Rail suffered a disappointing Q1 (58% achieved in comparison to a target of 75%) due to unexplained delays, resource and recruiting challenges. Action plans to understand delays include querying and removing (if applicable) out-of-date speed restrictions, challenging trespassing and antisocial behaviour, and resilience works.

Welsh Government/Senedd Committee: Transport Focus held an online webinar on 9th June to discuss the Welsh Government Buses White Paper. Deputy Minister Lee Waters MS was the keynote speaker, sharing his vision and answering questions. The event was well attended, with 181 live viewers and 571 views on Twitter (as of 8th September).

Transport Focus submitted a response to the Buses White Paper consultation and franchising plans, which called for improving punctuality, value for money, integration and innovation. A passenger charter and a consultation duty with Transport Focus as a named statutory consultee was suggested, alongside ways of measuring passenger satisfaction.

Transport Focus had roles on both the Senedd Cross Party Group on public transport and on consumer rights. Points were made about enshrining passenger rights in bus and rail reform, including GB Rail.

The Core Reference Group discussed bus legislation, with the Bill to be introduced into the Senedd in Autumn 2023.

Transport for Wales: the launch of the new class 197 in Chester, due to replace longer distance trains, was successful. New trains are comfortable and more accessible, with wide doorways and steps.

Regular meetings with the Stations Director and Head of Stations have focussed on rail safety and a new workstream, targeting digital fraud and ticketless travel.

Network Rail: the Control Period 7 (CP7) stakeholder challenge group in July included Transport Focus's research on passenger and stakeholder priorities. Discussions on procurement, delivering a consistent standard across the network, delivering projects more cheaply and accessibility were held. High-level output specifications and statement of funds are to be released in October.

WP asked for further information on security and meetings with the Stations Director and Head of Stations. DB responded that they are in working with community

outreach groups, stakeholder managers, and BTP to improve security.

4 Other issues / updates

4.1 Discussion: what do we want from these meetings – are the format and content effective?

Board members were asked whether the current bi-monthly meeting schedule remained suitable, and whether a quarterly schedule would better suit. Members recognised opportunities for growth through changing legislation through franchising and having a greater commercial steer.

DB noted that these meetings are useful to both keep members informed of the direction that work is being taken and to get a steer policy-wise as to which areas to pursue and avoid. How to deal with sensitive issues such as GBR was also raised as a key benefit of these meetings. NS stated that these two-way discussions have been helpful and suggested that more informal chats alongside formal meetings could be held.

It was agreed that meetings bi-monthly should continue at present, but that the topic should be kept under review.

4.2 Discussion: November Board meeting plans

To maximise time spent with passengers, stakeholders and staff at TfW HQ, it was suggested that the Members Event on Tuesday 22 November could be held at TfW HQ in Pontypridd instead of the Clayton Hotel. Key points to be raised with TfW on fflecsi include opportunities, threats, take-up and funding.

Action: JC, DB and MR to liaise with TfW and make changes to the proposed programme.

5 Finance

5.1 Management accounts year to date (August 2022)

Income is in line with the budget. Expenditure is lower than budgeted as staff costs for completing the fflecsi project and from changing how time is recorded for Transport Focus Wales were lower than expected. Travel and subsistence costs were also lower than expected. Around £25,000 is expected to be available to use accordingly.

6 Any other business

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

Signed as an accurate record of the meeting

Nigel Stevens
Chair

Date

Date of next meeting:

Tuesday 1 November 2022 10:00 – 11:30



TRANSPORT FOCUS SCOTLAND

Albany House, 86 Petty France,
London SW1H 9EA
Telephone 0300 123 0855

BUSINESS MEETING NOTES

Date: Friday 21 October 2022
Location: Video Conference Call
Time: 1000-1100
Classification: **NOT PROTECTIVELY MARKED**

Attended

Trisha McAuley OBE	TM	Director, and Transport Focus Board Member for Scotland (in the chair)
Jon Carter	JC	Secretary
Nigel Holden	NH	Director, and Corporate Services Director, Transport Focus
Robert Samson	RS	Senior Stakeholder Manager Scotland, Transport Focus
Anthony Smith	AS	Chief Executive, Transport Focus
<u>Apologies</u>		
Nigel Stevens	NS	Director and Chair, Transport Focus
Shahid Mohammed	SM	Finance Manager, Transport Focus
David Sidebottom	DS	Director, and Director, Transport Focus

- | Item | Subject |
|------|---|
| 1 | <u>Chair's Opening Remarks</u>
TM welcomed everyone to the meeting.
Apologies were received from NS, SM, and DS. |
| 2 | Current issues and work across modes in Scotland |
| 2.1 | <u>Bus Taskforce</u>
RS met with bus operators, local government and the Minister for Transport Jenny Gilruth MSP in August to discuss three key issues: increasing patronage, driver shortages and community engagement. The taskforce will address these challenges to ensure that post-Covid recovery is supported by policies that improve bus services across Scotland. |

Transport Focus Scotland is in discussion with Transport Scotland about how the *Your Bus Journey* survey can inform the taskforce in delivering its outcomes. Insights on lapsed users and non-users are also being considered to assist discussions on patronage growth.

2.2 ScotRail – New Rolling Stock Procurement Strategy

The strategy aims to decarbonise the railway and replace 65% of the current fleet of vehicles by 2035. Initial steps are being taken by ScotRail to engage with key stakeholders to ensure all understand the opportunities and challenges ahead. Transport Focus's prior work with Merseyrail on rolling stock may be helpful for ScotRail to understand what passengers want from new trains on the network.

3 **Business Update**

3.1 Serco Caledonian Sleeper Franchise

It was confirmed that Scottish Ministers have terminated the Franchise Agreement with Serco Caledonian Sleepers Limited. The franchise will end on 25th June 2023, after which it will come into public ownership.

AS questioned whether the product (primarily aimed at business and more upmarket tourism) would be up for review. RS noted that the Caledonian Sleeper is likely to be managed by ScotRail so it may depend on other factors but expects it to continue to play a key role in Scottish tourism.

3.2 ScotRail – Industrial Relations

RMT industrial action continues following the rejection of a 5% pay offer by ScotRail. Between 40-70 trains are cancelled daily, around 2-4% of services. ScotRail are not currently running a reduced timetable, instead putting out updated timetables the night before travel. This is more cost-effective than running a reduced timetable (better than a ~10% reduction of services) but ScotRail continue to monitor the situation.

3.3 SNP Conference

The conference was held in early October 2022, with a panel discussion on meeting Scotland's net zero target in transport by 2035. Panelists included Jenny Gilruth MSP, MP and RS who represented Transport Focus. Questions to panelists ranged from digital solutions in improving service reliability and how to increase patronage.

4 Scotland board member's update

TM chaired the Rail Scotland Dinner on 8th September. The event was curtailed due to the announcement of the death of Her Majesty Queen Elizabeth.

TM has also been invited to chair the Rail Scotland Conference, which will take place in March 2023.

5 **Any other business**

JC reported that the annual confirmation statement for Transport Focus Scotland Limited has been filed at Companies House.

Date of next meeting: **Thursday 8 December 2022 - 1100-1230**

RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD

RfC



OUT OF MEETING DOCUMENT REFERENCE	BRD2223-005
WHEN CIRCULATED	10/05/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	May 2022-02
CIRCULATION LINK	https://www.surveymonkey.co.uk/r/VYTRC7C
DEADLINE FOR RESPONSES	20/05/2022
PROPOSAL OR PROJECT	Your Bus Journey (refining survey approach) (RfC)
REFERENCE OR PROJECT CODE	181
PROJECT CATEGORY (IF PROJECT)	B: DfT Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	Direct costs updated to £113,880
SPONSOR	Louise Coward
AUTHOR OR PROJECT MANAGER	Robert Pain

RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	
Kate Denham	NR	
Theo de Pencier	A	
Clr William Powell	NR	
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards OBE	A	
Further observations	None	

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
M/P	Maternity or Paternity Leave

CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved
Feedback to sponsor, author and CS	20/05/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Jeff Halliwell</i>
Date for board meeting ratification	Sep-22

RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD

RfC



OUT OF MEETING DOCUMENT REFERENCE	BRD2223-006
WHEN CIRCULATED	30/05/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	May 2022-03
CIRCULATION LINK	https://www.surveymonkey.com/r/NJR9Z5X
DEADLINE FOR RESPONSES	01/06/2022
PROPOSAL OR PROJECT	MSUS 2022
REFERENCE OR PROJECT CODE	170
PROJECT CATEGORY (IF PROJECT)	B: Dft Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	£288,872
SPONSOR	Guy Dangerfield
AUTHOR OR PROJECT MANAGER	Louise Collins

RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Jeff Halliwell	A	
Trisha McAuley OBE	A	Note the comments about using the subsidiaries and content with Nigel's advice that we review next year.
Kate Denham	NR	
Theo de Pencier	A	
Clr William Powell	B	I would support the suggestion made by our outgoing Chair, that the survey work in Service Stations beyond England should, if possible, go through the books of TF Wales and TF Scotland respectively, unless there are compelling reasons not to do so.
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards OBE	A	

Further observations	None
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Key to references

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- 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
- M/P Maternity or Paternity Leave

CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved
Feedback to sponsor, author and CS	01/06/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Nigel Stevens</i>
Date for board meeting ratification	Sep-22

RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2223-007
WHEN CIRCULATED	22/06/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	June 2022-01
CIRCULATION LINK	https://www.surveymonkey.com/r/N572TWR
DEADLINE FOR RESPONSES	22/06/2022
PROPOSAL OR PROJECT	Transport Focus Wales Limited: parent company guarantee in respect of audit exemption required under section 479C of the Companies Act 2006
REFERENCE OR PROJECT CODE	n/a
PROJECT CATEGORY (IF PROJECT)	Category not applicable
TOTAL PROJECT VALUE (IF PROJECT)	n/a
SPONSOR	Nigel Holden
AUTHOR OR PROJECT MANAGER	Nigel Holden

RESPONSES BY BOARD MEMBERS

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

Further observations	None
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Key to references

- A Yes, I am content
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- 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
- M/P Maternity or Paternity Leave

CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved
Feedback to sponsor, author and CS (and C&AG)	22/06/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Nigel Stevens</i>
Date for public board meeting ratification	Sep-22

RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2223-008
WHEN CIRCULATED	30/06/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	June 2022-02
CIRCULATION LINK	https://www.surveymonkey.co.uk/r/KNVBKZ5
DEADLINE FOR RESPONSES	04/07/2022
PROPOSAL OR PROJECT	Transport Focus Annual Report and Accounts 2021-22
REFERENCE OR PROJECT CODE	n/a
PROJECT CATEGORY (IF PROJECT)	Category not applicable
TOTAL PROJECT VALUE (IF PROJECT)	n/a
SPONSOR	Anthony Smith
AUTHOR OR PROJECT MANAGER	Shahid Mohammed and Hazel Phillips

RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Nigel Stevens		
Trisha McAuley OBE	A	
Kate Denham	A	
Theo de Pencier	A	
Cllr William Powell	A	
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards OBE	A	

Further observations	None
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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
M/P	Maternity or Paternity Leave

CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved
Feedback to sponsor, author and CS (and C&AG)	04/07/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Nigel Stevens</i>
Date for public board meeting ratification	Sep-22

RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2223-009
WHEN CIRCULATED	04/07/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	July 2022-01
CIRCULATION LINK	https://www.surveymonkey.co.uk/r/9WQR2HT
DEADLINE FOR RESPONSES	06/07/2022
PROPOSAL OR PROJECT	Passengers expectations of the future railway
REFERENCE OR PROJECT CODE	197
PROJECT CATEGORY (IF PROJECT)	D: Full cost recovery
TOTAL PROJECT VALUE (IF PROJECT)	£107,630
SPONSOR	Guy Dangerfield
AUTHOR OR PROJECT MANAGER	Keith Bailey

RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Nigel Stevens	A	
Trisha McAuley OBE	A	
Kate Denham	A	
Theo de Pencier	B	Will this structure of cost allocation set a precedent with GBR that comes back to bite us in future? We need to find a way to build a fund that we can use for research that we (TF) want to do but no one else will fund.
Clr William Powell	A	
Arthur Leathley	NR	
Rob Wilson	A	
Keith Richards OBE	A	

Further observations	None
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Key to references

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- E No, I am not content (please explain why not)
- NR No response
- M/P Maternity or Paternity Leave

CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved with reservations requiring response from Sponsor
Feedback to sponsor, author and CS	06/07/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Nigel Stevens</i>
Date for public board meeting ratification	Sep-22

RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2223-010
WHEN CIRCULATED	04/07/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	July 2022-01
CIRCULATION LINK	https://www.surveymonkey.co.uk/r/9WQR2HT
DEADLINE FOR RESPONSES	06/07/2022
PROPOSAL OR PROJECT	Porterbrook East Midlands Turbostar Interiors research
REFERENCE OR PROJECT CODE	199
PROJECT CATEGORY (IF PROJECT)	D: Full cost recovery
TOTAL PROJECT VALUE (IF PROJECT)	£41, 653
SPONSOR	Louise Coward
AUTHOR OR PROJECT MANAGER	Toby Cotton

RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Nigel Stevens	A	
Trisha McAuley OBE	A	
Kate Denham	A	
Theo de Pencier	A	
Clr William Powell	A	
Arthur Leathley	NR	
Rob Wilson	A	
Keith Richards OBE	A	

Further observations	None
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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)
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- 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
- M/P Maternity or Paternity Leave

CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved
Feedback to sponsor, author and CS	06/07/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Nigel Stevens</i>
Date for public board meeting ratification	Sep-22

RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD

RfC



OUT OF MEETING DOCUMENT REFERENCE	BRD2223-011
WHEN CIRCULATED	06/10/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	October 22 - 01
CIRCULATION LINK	https://www.surveymonkey.co.uk/r/FCD879Z
DEADLINE FOR RESPONSES	12/10/2022
PROPOSAL OR PROJECT	Bus and Rail Weekly Survey (RfC)
REFERENCE OR PROJECT CODE	192
PROJECT CATEGORY (IF PROJECT)	B: DfT Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	Updated to £418,660
SPONSOR	Louise Collins
AUTHOR OR PROJECT MANAGER	Murray Leader

RESPONSES BY BOARD MEMBERS

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

Further observations	None
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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 (inc annual leave)
- M/P Maternity or Paternity Leave

CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved
Feedback to sponsor, author and CS	12/10/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Nigel Stevens</i>
Date for public board meeting ratification	Nov-22

RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2223-012
WHEN CIRCULATED	06/10/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	October 22 - 01
CIRCULATION LINK	https://www.surveymonkey.co.uk/r/FCD829Z
DEADLINE FOR RESPONSES	12/10/2022
PROPOSAL OR PROJECT	Rail strikes 2022: monitoring and insight
REFERENCE OR PROJECT CODE	206
PROJECT CATEGORY (IF PROJECT)	B: DfT Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	£170, 310
SPONSOR	Guy Dangerfield
AUTHOR OR PROJECT MANAGER	Robert Pain

RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Nigel Stevens	A	
Trisha McAuley OBE	A	
Kate Denham	NR	
Theo de Pencier	B	Whilst I can see the benefit to passengers (better info and slicker compensation) whilst strikes continue I am not sure that this is adding much to our, or Government's, ability to get people back on to rail in the long term. Therefore the relatively high proportion of the overall cost which is derived from staff time spent on this project does not seem to me to be adding much to anyones knowledge of how to make rail journeys in the future better for the passenger.
Clr William Powell	A	
Arthur Leathley	B	Is there any scope to widen this to ongoing Underground/bus strikes? I realise this is more complex, but would show our cross-modal reach. In particular, there would be cross-learning between London Underground and rail, which is not being captured currently, and Underground strikes are likely to become more prominent over the winter period, and of course will impact on rail travel. A side point is whether we may be accused by unions of 'showing the Government's colours' by suggesting strikes are here for the long-term, intimating DfT has no appetite for a quick solution.
Rob Wilson	A	
Keith Richards OBE	A	
Further observations	None	

Key to references

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- E No, I am not content (please explain why not)
- NR No response (inc annual leave)
- M/P Maternity or Paternity Leave

CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved with reservations requiring response from Sponsor
Feedback to sponsor, author and CS	12/10/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Nigel Stevens</i>
Date for public board meeting ratification	Nov-22

RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2223-013
WHEN CIRCULATED	20/10/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	October 22 - 02
CIRCULATION LINK	https://www.surveymonkey.co.uk/r/2KCFB7J
DEADLINE FOR RESPONSES	26/10/2022
PROPOSAL OR PROJECT	Motorway Services User Survey 2023
REFERENCE OR PROJECT CODE	209
PROJECT CATEGORY (IF PROJECT)	B: DfT Core Budget Choose to do
TOTAL PROJECT VALUE (IF PROJECT)	£290,080
SPONSOR	Guy Dangerfield
AUTHOR OR PROJECT MANAGER	Murray Leader

RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Nigel Stevens	A	
Trisha McAuley OBE	A	
Kate Denham	NR	
Theo de Pencier	A	
Clr William Powell	A	
Arthur Leathley	A	
Rob Wilson	A	
Keith Richards OBE	A	
Further observations	None	

Key to references

- A Yes, I am content
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CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved
Feedback to sponsor, author and CS	07/11/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Nigel Stevens</i>
Date for public board meeting ratification	Nov-22

RECORD OF APPROVAL BY THE TRANSPORT FOCUS BOARD



OUT OF MEETING DOCUMENT REFERENCE	BRD2223-014
WHEN CIRCULATED	20/10/2022
CIRCULATED BY	Jon Carter
CIRCULATION REFERENCE	October 22 - 02
CIRCULATION LINK	https://www.surveymonkey.co.uk/r/2KCFB7J
DEADLINE FOR RESPONSES	26/10/2022
PROPOSAL OR PROJECT	Call Centre Contract Extension
REFERENCE OR PROJECT CODE	n/a
PROJECT CATEGORY (IF PROJECT)	Category not applicable
TOTAL PROJECT VALUE (IF PROJECT)	n/a
SPONSOR	David Sidebottom
AUTHOR OR PROJECT MANAGER	Linda McCord

RESPONSES BY BOARD MEMBERS

Name	Response	Comment, if any
Nigel Stevens	B	As discussed at Members Event, this contract needs to be re-let and approval to extend is on the basis that a full re-let process commences asap
Trisha McAuley OBE	B	I am content on the basis of the Members' Event agreement on the next steps for this contract in the longer term.
Kate Denham	NR	
Theo de Pencier	B	The relationship with and service(s) provided by [the contractor] show how flexibly, positively and cooperatively this contract has evolved over the last 6 years. It is a good example of the sort of relationship we should be developing with all our key suppliers whether corporate or individual. I would therefore be much happier to see it evolve in to an 'evergreen' annual rolling contract with scope to grow and adapt subject to regular market testing rather than full blown retendering. I may be shot for saying this but sooner or later we need to invest in this relationship - and probably some others as well - rather than going through the time consuming, focus distorting and corrosive process of retendering formally every few years.
Clr William Powell	A	
Arthur Leathley	B	I am content with this but want to check if there is a cap on the amount we can be charged, to prevent an open-ended charge in the event of significant numbers of complaints, for instance across [other operators]
Rob Wilson	A	
Keith Richards OBE	A	

Further observations	None
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CEO Team record

Responses recorded by:	Jon Carter
Decision reached	Approved with reservations requiring response from Sponsor
Feedback to sponsor, author and CS	07/11/2022
CEO Team signature	<i>Jon Carter</i>
Chair Counter signature	<i>pp Nigel Stevens</i>
Date for public board meeting ratification	Nov-22