



NOTTINGHAM CITY COUNCIL

GREATER NOTTINGHAM LIGHT RAPID TRANSIT ADVISORY COMMITTEE

Date: Wednesday, 8 January 2020

Time: 10.00 am

Place: Wilkinson Street NET Depot, Armstrong Way, Nottingham, NG7 7NW

Councillors are requested to attend the above meeting to transact the following business:

Corporate Director for Strategy and Resources

Governance Officer: Adrian Mann **Direct Dial:** 0115 876 4468

- 1 APOLOGIES FOR ABSENCE**
- 2 DECLARATIONS OF INTERESTS**
- 3 MINUTES** 3 - 8
Minutes of the meeting held on 10 September 2019, for confirmation
- 4 NET OPERATIONAL UPDATE** 9 - 12
Report of the Head of Operations, Nottingham Trams
- 5 NET SAFETY AND ACCESSIBILITY UPDATE** Verbal Report
Update from the Head of Operations, Nottingham Trams
- 6 ISSUES RAISED BY COMMITTEE MEMBERS AND CITIZENS** 13 - 18
 - Letter from a member of the public relating to a Penalty Fare Notice
- 7 FORWARD PLANNER** 19 - 20
- 8 FUTURE MEETING DATES**
 - 10 March 2020 at 2:00pm (Loxley House)

IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ON THE AGENDA, PLEASE CONTACT THE GOVERNANCE OFFICER SHOWN ABOVE, IF POSSIBLE BEFORE THE DAY OF THE MEETING.

CITIZENS ATTENDING MEETINGS ARE ASKED TO ARRIVE AT LEAST 15 MINUTES BEFORE THE START OF THE MEETING TO BE ISSUED WITH VISITOR BADGES.

CITIZENS ARE ADVISED THAT THIS MEETING MAY BE RECORDED BY MEMBERS OF THE PUBLIC. ANY RECORDING OR REPORTING ON THIS MEETING SHOULD TAKE PLACE IN ACCORDANCE WITH THE COUNCIL'S POLICY ON RECORDING AND REPORTING ON PUBLIC MEETINGS, WHICH IS AVAILABLE AT WWW.NOTTINGHAMCITY.GOV.UK. INDIVIDUALS INTENDING TO RECORD THE MEETING ARE ASKED TO NOTIFY THE GOVERNANCE OFFICER SHOWN ABOVE IN ADVANCE.

NOTTINGHAM CITY COUNCIL

GREATER NOTTINGHAM LIGHT RAPID TRANSIT ADVISORY COMMITTEE

MINUTES of the meeting held in the Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG on Tuesday 10 September 2019 from 2:00pm to 2:42pm

Membership

Present

Councillor Adele Williams (Chair)
Councillor Phil Rostance (Vice Chair)
Councillor Eric Kerry
Councillor Dave Liversidge
Councillor John Longdon
Councillor Parry Tsimbiridis

Absent

Councillor Jim Creamer
Councillor Samuel Gardiner
Councillor Phil Jackson
Councillor AJ Matsiko

Councillor Errol Henry (Substitute for
Councillor Jim Creamer)

NET User Representatives in attendance

- ✓ Roger Bacon (Travel Watch East Midlands)
- Nick Chischniak (East Midlands Chamber of Commerce)
- ✓ Justin Donne (Nottingham Federation of Small Businesses)
- Helen Hemstock (RideWise)
- Hugh McClintock (Pedals)
- ✓ Chris Roy (Nottingham Trent University)
- Jim Thomas (Nottinghamshire Better Transport)

Colleagues, partners and others in attendance:

- Andrew Holdstock - Senior Project Engineer, NET
- Kate Knight - Assistant Project Manager, NET
- Adrian Mann - Governance Officer
- Constantina Samara - Customer Services Manager, Nottingham Trams
- Martin Williams - Commercial and Governance Manager, Major Projects

11 APOLOGIES FOR ABSENCE

- Councillor Jim Creamer - Council business
- Councillor Samuel Gardiner - unwell
- Councillor Phil Jackson - Council business
- Councillor AJ Matsiko - on leave
- Nick Chischniak
- Helen Hemstock
- Hugh McClintock
- Jim Thomas

12 DECLARATIONS OF INTERESTS

None.

13 MINUTES

The Committee confirmed the minutes of the meeting held on 11 June 2019 as a correct record and they were signed by the Chair.

The quorum for the Committee is three members (of a membership of five City Councillors, five County Councillors and seven members from user representative bodies), which is reflective of other City Council committees. If unable to attend a meeting, Committee members are able to send substitutes, and should do so when possible. Committee members can also provide their views on any agenda item to the Chair in writing. The Committee carries out a scrutiny role, making recommendations to the City Council on issues concerning the operation of the tram system, rather than acting as a decision-making body.

14 NET OPERATIONAL UPDATE

Constantina Samara, Customer Services Manager at Nottingham Trams, gave a verbal report on the operational performance and progress for NET from the beginning of May to the end of August 2019. The following points were discussed:

- (a) the reliability (98%) and punctuality (95%) of the tram service remained strong, and service was largely unaffected by the very high temperatures during August, which reached 36 degrees centigrade on some days;
- (b) as part of Nottingham Trams' planned track renewals programme, repairs were carried out between The Forest and High School tram stops for 14 days from Sunday 4 August, with preparation works carried out three weeks before the start date. Due to the proximity of the High School, the repairs were timetabled to take place during the school holidays. The work included the removal and replacement of the northbound rail and points at The Forest and the removal and replacement of the rails across Forest Road. Services between The Forest and Old Market Square tram stops were replaced by buses using equivalent street routes, and a traffic management plan was put in place for the necessary road closures;
- (c) a range of measures were introduced to limit noise and vibration during the repairs as much as possible, including noise blankets and shielding on loud equipment, while restrictions were placed on the work that could be carried out at night. One incident of inappropriate noise during the night was reported, which was raised with the contractors to ensure that it did not happen again;
- (d) a full communications plan was implemented across all available channels to give clear information about the repairs, and the opening hours for Customer Services were extended for the period. Residents in the area were given three weeks' notice before both the preparatory and the main works, while local businesses and passengers were given three weeks' notice before the main works began;

- (e) information on the replacement bus service was in place at all affected stops. The timetable ensured that buses and trams were always available at stops to enable customers to continue their journeys swiftly, and there was enough provision to manage the volume of customer traffic effectively. Although the buses had full accessibility measures in place, taxi provision was available for any tram passengers with large mobility aids (or any other special access requirements) that meant they were not able to embark onto a bus;
- (f) regular testing is carried out across the network to ensure that the noise level of the tram is compliant with the legal requirements. This includes the testing of the noise created by the wheels running on the track (both of which are steel), and the effectiveness of the lubricants used to mitigate this;
- (g) the Customer Service Team has been expanded and strengthened over the last year, which has enhanced its capacity for responding to customers quickly and effectively. NET's presence and following on social media has increased, and the Team has received a growing number of positive comments and commendations.

15 NET SAFETY AND ACCESSIBILITY UPDATE

The following points were discussed:

- (a) the Committee felt that deeper consideration should be given to accessibility issues relating to the trams and the tram network, and to how users with particular accessibility requirements could be better represented on the Committee. The Chair encouraged members to suggest possible points of contact, to begin discussions – such as the City Council's Disability Involvement Group;
- (b) the lift from the tram platform to street level at Nottingham Station has been out of order for two weeks, and the stairwell has become run-down. The lift will be repaired before the end of the week, with the delay to its being brought back into operation caused by the need to completely replace the lift doors. Repair and renovation works will be carried out to the stairwell during the week of 16 October;
- (c) the traffic control system at the Central College junction is designed to ensure that the junction operates safely when trams are travelling through it in both directions at the same time;
- (d) the Committee noted that, due to space constraints on the platform, cyclists on the cycle lane through the Ruddington Lane tram stop pass in front of the platform shelter, rather than behind. It recommended that the interaction between cycle and foot traffic at this stop is reviewed, to ensure that it was as safe as possible for people entering and leaving the tram.

RESOLVED to:

- (1) engage with relevant involvement groups to increase representation on the Committee on issues related to accessibility;**

- (2) recommend that the interaction between cycle and foot traffic is reviewed at the Ruddington Lane tram stop, to ensure that the platform is as safe as possible for passengers entering and leaving the tram.**

16 CORRESPONDENCE FROM MEMBERS OF THE PUBLIC

Constantina Samara, Customer Services Manager at Nottingham Trams, gave a verbal report on how correspondence from members of the public is addressed by NET. The following points were discussed:

- (a) the Customer Services team can be reached by emailing info@thetram.net or calling 0115 824 6060, or through social media, live chat or a web form. There are fifteen people in the team and lines are open from 6:00am to 10:00pm Monday to Friday, and 9:00am to 5:00pm on Saturdays and Sundays;
- (b) any complaints received are first addressed at team level. If the complaint cannot be addressed by a member of the team, or if a customer is not satisfied with the response, the issue is escalated first to a supervisor, and then to the Customer Services Manager. If a resolution cannot be reached with the Customer Services Manager, the complainant is advised that they can write to the Committee. If the complainant decides to do this, the Council's NET team will compile a report on the issue, for submission to the Committee for review. Where Committee members are approached directly by a member of the public with an issue, they can forward these to the NET team directly, for investigation.

17 FUTURE BUSINESS AND THE FORWARD PLANNER

The Chair introduced the Committee's Forward Plan for the coming municipal year. The following points were discussed:

- (a) the Committee considered that it would be positive to investigate accessibility issues relating to the tram network in more depth, in addition to how users with disabilities could be further represented on the Committee. It also felt that it would be positive to see the wider statistics from Nottingham Trams on the cases handled by its Customer Services team and their outcomes, in addition to the figures on the number of complaints received and the stage they reached in the process before achieving resolution;
- (b) the next meeting, to be held on 25 November 2019, will take place at the Wilkinson Street NET Depot, to give members the opportunity to see how the operation of the tram network is managed on a daily basis.

RESOLVED to:

- (1) add the review of NET's customer satisfaction statistics to the work programme for the 25 November 2019 meeting, to include data on the number of complaints received and the point in the process that each complaint reached before it was resolved;**

- (2) add the review of accessibility across the NET system, and the effective representation of tram users with a disability, to the work programme for 16 March 2020.**

This page is intentionally left blank

NET OPERATIONAL PERFORMANCE AND PROGRESS UPDATE

1. SUMMARY OF ISSUES

- 1.1. This report updates the Committee on the performance and progress of NET from the beginning of September to the end of November 2019.

2. RECOMMENDATION

- 2.1. It is RECOMMENDED that the Committee notes this report.

3. OPERATIONAL PERFORMANCE

- 3.1. Reliability and punctuality of the tram service during the three-month period from the beginning of September until the end of November 2019 remained high, at 98.2% and 93.4% respectively. However, the performance was impacted by some third party events, including cars on bridges, a number of road traffic collisions and increased traffic congestion. Despite the sustained heavy rainfall and flooding that occurred in Nottingham on 14th November, tram services continued to operate, although some delays were experienced.
- 3.2. Two of the largest annual events that impact on the tram network, Goose Fair and Bonfire Night, both held at The Forest recreation ground, took place during this period. Using experience from previous years' events, the timetable was amended to provide an improved travelling experience and minimise wait times for customers, with more frequent and additional services. Both events were a success, with passenger numbers increasing compared to previous years.

4. NETGO! APP

- 4.1 The free NETGO! app was made available on both the Apple Store and Google Play store in late September, with an official launch and increased marketing activity on 14th October. The app allows customers to purchase single, day and weekly products (adult, students and under 19s), and group tickets, as well as view the network map, and receive timetable and service updates.



- 4.2 To date there have been more than 27,500 downloads of the app, and the number of transactions made continues to increase, with little evidence of revenue being taken from other sources.
- 4.3 Offers made available for Black Friday (29th November) resulted in the most transactions made via the app in one day to date - 2,336.
- 4.4 To encourage downloads, ticket prices on the app are cheaper than the same fare purchased via a ticket machine. Feedback from customers has been very positive.
- 4.5 Future development of the app is planned to include improved customer information and the ability to purchase season tickets.

5. INTRODUCTION OF AMBASSADORS

- 5.1. In the run up to Christmas an “Ambassador” role has been introduced to support Travel Officers and provide further assistance for customers. The Ambassadors have been deployed to the busier stops, checking customers’ tickets and passes prior to boarding, advising customers of the NETGO! app and its benefits, and assisting customers in purchasing tickets via the ticket vending machines.

6. INTRODUCTION OF BODY-WORN CAMERAS

- 6.1 In September, Travel Officers began using body cameras to provide an additional level of security for customers, and to deter antisocial activity. This is in addition to the numerous CCTV cameras already in operation at tram stops and on trams. The body cameras have the ability to capture both visual and audible data, and images and audio recordings can be shared with Nottinghamshire Police if it is necessary to secure a prosecution. To date, the body cameras have been activated on more than 60 occasions, resulting in two arrests being made.

7. CUSTOMER SERVICES

- 7.1 In October a “Try the Tram” event took place at Hucknall tram stop in collaboration with Nottingham City Council, with schools and disability groups. The event was a big success with great feedback and appreciation from those who took part.
- 7.2 A number of positive comments have been received from customers regarding driver public address announcements. Drivers are being encouraged to make announcements to welcome our customers to the tram. This positive behaviour has not gone unnoticed by customers and it follows an internal proactive campaign that commenced during the summer track works with drivers to communicate more with their customers.
- 7.3 A benchmarking report from the Institute of Customer Service (ICS) showed NET scored 83 out of 100 – well above the transport sector average of 71. The results from the Institute showed NET received an 8.5 out of 10 rating when it came to customers recommending the network to others. Customers also found Nottingham’s trams easier to use than other forms of transport.

Customer Interactions

- 7.4 The NET customer services department saw the introduction of a new Customer Relationship Management System (Freshdesk) in October 2018. Prior to this system, customer services were capturing enquiries through Agility, an asset management system. The key objectives of introducing this new system are to:
- Increase customer experience
 - Introduce a new communication platform (live chat)
 - Link all communications on a single platform and
 - Increase productivity when responding to passengers
- 7.5 The system is radically different from Agility and, as a result, the customer services team dealt with 800% more customer enquiries during 2018-19, compared to the previous year. This is a direct result of the improved scope of Freshdesk which captures social media comments from Facebook and Twitter, all emails, includes a Live Chat facility, and has a much-improved call handling system (with call stacking, capturing dropped calls and messages left). 80% of customer contact over the past 12 months were general enquiries, with ticketing enquiries being the highest reason.
- 7.6 Complaints received through the customer services department are for a variety of reasons and form the minority of our customer contact, with disruption to service naturally seeing an increase when unplanned disruptions occur. Out of the complaints received in the past 12 months only 1% have been escalated to the deputy customer service manager, 0.3% to the customer service manager and 2 complaints have been escalated to this Committee.
- 7.7 In addition, passengers have raised a total of 399 commendations, 302 of which have related to passenger communications and staff behavior across various parts of the network.
- 7.8 One of the features of Freshdesk that we are now monitoring is for First Call Resolution which shows the level of customer contacts that are successfully closed at the first point of contact. An internal target has been set at 80%, and an average of 76% was achieved in 2018-19. All customer contact is currently responded to on average within 2 hours of the enquiry being raised and provided with a final response, on average, within 15 hours.
- 7.9 The system has also provided the capability of sending customer feedback surveys after each interaction with a customer service representative. Since it was introduced, 4877 surveys have been sent to passengers asking them to rate their customer experience. 932 surveys were completed with 635 passengers rating their experience as extremely positive.
- 7.10 Future plans to further increase customer experience include the introduction of WhatsApp, a live chat bot and new disruption maps.

8. GLOBAL LIGHT RAIL AWARDS

- 8.1 The tram network was crowned 'Most Improved System' at the Global Light Rail Awards held in London on 2nd October. Judges were impressed by how NET had boosted customer journeys by 5.7 per cent, invested in a major tram refurbishment programme and introduced a range of initiatives to drive operational performance.

9. NURSE AND MIDWIFE OF THE YEAR AWARDS

- 9.1 Sophie Robson, a nurse in the Assessment Unit of Nottingham Children's Hospital was named overall winner at the NET-sponsored awards on 14th October. Sophie came out on top in a public vote following a glowing nomination by the mother of one of her patients. The tram naming ceremony took place at the depot on 16 December.

Mike Mabey

**Head of Operations
Nottingham Trams**

CORRESPONDENCE FROM MEMBERS OF THE PUBLIC

1. SUMMARY OF ISSUES

- 1.1. A member of the public has written to the Committee about being issued with a penalty fare notice and their dissatisfaction with how the matter has been handled by Nottingham Trams (NTL).

2. RECOMMENDATION

- 2.1. The views of the Committee are sought.

3. DETAILS OF CORRESPONDENCE

- 3.1. The correspondent sent a letter of complaint to the Committee on the 20th of November (see Appendix A).
- 3.2. The letter explains that, on the 30th of October, they purchased an adult all-day ticket from the ticket machine at Toton Lane to travel to Nottingham Station using their debit card. However, on inspection of the ticket by travel officers on their journey, it was discovered that they had mistakenly picked up someone else's receipt.
- 3.3. The correspondent was asked to leave the tram, but refused because they were concerned that they would be late for an appointment, and they were then issued with a penalty fare notice, which they were told they could appeal against. The next day they contacted NET customer services and the penalty fare was revoked.
- 3.4. The correspondent feels that he should have been given the benefit of the doubt and not been issued with a penalty fare notice, and has raised the issue of there being too many receipts and tickets in the dispensing trough of the ticket machines. He claims that he felt humiliated and ashamed by being issued with the penalty fare notice in front of other passengers on the tram.
- 3.5. The Head of Operations at NTL has confirmed that, during the correspondents' journey, travel officers carried out an inspection where he was advised that the receipt that he was holding was not a valid means to travel. When the correspondent explained the situation, the travel officers tried to give him the benefit of the doubt by requesting to cross-reference his receipt with their debit card, however, unfortunately, he had also picked up another passenger's receipt.
- 3.6. Following NTL procedures, the travel officers asked the correspondent to alight at the next stop but, because they refused, they were taken to a quieter area of the tram and issued with a Penalty Fare Notice.
- 3.7. When the correspondent contacted the customer services department, the following morning, a full investigation was carried out and it was confirmed that the passenger did

purchase a ticket. Due to these findings, the passengers' penalty fare notice was cancelled and they were therefore no longer liable to pay the £50.

- 3.8. NTL consider that all of their procedures were correctly followed and that the customer services department took swift action to ensure that this penalty fare was cancelled as quickly as possible.
- 3.9. NTL recognise that, due to passengers sometimes not picking up their receipts, a build-up of paper in the dispensing trough can result, making it difficult at times for passengers to find their ticket / receipt. Tramstop cleaners and travel officers are instructed to remove receipts from the ticket machines when they are present. The correspondent has been informed that there are plans to modify ticket machines in the New Year to allow for the option for passengers to select for a receipt, rather than being issued with one automatically, which should significantly reduce the occurrence of this issue in the future.

Kate Knight
NET Project Office
Nottingham City Council

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

20th November 2019

Dear Sir / Madam

I have a complaint regarding a very humiliating, degrading, stressful experience using Nottingham Trams.

I am an infrequent user of this service, no more than a handful of times this year.

On the 30th October 2019 at approximately 9.15 am I bought an adult all day ticket to travel from Toton to Nottingham station. I paid by debit card and the ticket appeared to drop into a dispensing trough which had twenty plus other similar looking tickets already in there. I picked up the ticket on the top, it had the correct date and the amount I had paid printed on it so I put it in my pocket and boarded the tram.

The ticket inspector came along around five to ten minutes into my journey and after inspecting my ticket told me that I had given him a receipt, not a ticket. He asked how I had paid and because it was by card he asked to see the card. The card did not match the receipt. He showed me where the last digits of my card are printed on the receipt. He told me that this was a known problem that people did not pick up their receipts so it caused a build up of pieces of paper in the dispensing trough that might look like tickets and this was causing a problem to people like myself.

I thought as the problem was known he would give me the benefit of the doubt.

To my disbelief he asked me to leave the tram at the next stop but I refused as it would have made me late for a very important meeting, I was dressed in a black business suit and tie and I produced proof to confirm my appointment.

He then lead me to the other end of the tram to issue me with a penalty fine of fifty pounds which he said I could appeal against.

During all this we had the undivided attention of all the other passengers on the tram and in their eyes I was clearly a fare dodger and had been caught and was being dealt with.

I was so deeply humiliated and ashamed of being labelled in this manner through no fault of my own I could not look up, I did not want to make eye contact with anyone, I do not know if anyone there knew me professionally or socially. The wrong person witnessing this incident could definitely affect my career and life in general as I am a self employed professional and meet a lot of people.

The next day I contacted customer services and spoke to Luke Taylor who could see how distressed I was about this incident. He did all in his power to gather evidence by card records and CCTV that I had paid and helped me get a letter the next day from the appeals department to confirm that I was not liable for a penalty fare. Unfortunately instead of an apology they went on to give me a written lecture on travelling on their system without a valid ticket available for inspection.

This I will not accept, I bought a ticket but it was not presented to me in a reasonable manner. In fact on my return journey from Nottingham station I had to buy another single ticket which was also dispensed into a trough with around thirty other similar looking tickets. This time armed with the information the ticket inspector had given me earlier I searched through, reading all information on each piece of paper. My receipt was the seventh piece of paper I looked at in this jumbled mess and my ticket was tenth.

I have no idea where my original ticket was in the first trough but it is clear now that they do not fall on top of each other in order and other people looking for their tickets before me will guarantee that the discarded receipts are in quite a mess.

I understand that the ticket inspector acted according to procedure but I believe that the system should have given me the benefit of the doubt and his procedure should have been changed to allow for this problem that everyone knows about but have not put right.

In a conversation with Constantina Samara I explained that I should have been given the benefit of the doubt but she said that I would not believe how many people pick up a receipt from the trough and try to fare dodge using the same explanation.

She also told me that this fault lies with passengers not picking up their receipt and is not the company's fault. She also gives me the impression that I should be grateful for not having to pay the fine and has said an apology is out of the question. There seems to be an institutionalised disregard of the rights of passengers like myself and it appears to have been forgotten that our support of the tram system pays their salaries.

Since this incident I have become aware of other people who have been treated in this same disgraceful manner and some of them have become very distressed. Some of these people are shall we say far more vulnerable than myself. As I believe that a public transport system should be available and easy to use for all levels of ability / disability this is not acceptable. I sent an email to Constantina highlighting this point but she sent a return email saying she had discussed all of this in our telephone conversation (She had not). She then gave me your address, which she knew I already had as a further brush off /disregard to my complaint.

The appeals department that thought I needed a lecture should redirect their attention to the department within the company responsible for the ticket dispensing machines. I say that if the ticket machine did not issue a receipt for every transaction we would not have this problem. I also say that giving the benefit of the doubt to anyone presenting a mistake of this kind should be company policy and if this means that the odd fare dodger gets away with it then so be it.

Far better to let off one or more guilty fare dodger than to humiliate one law abiding fare paying customer, especially as this problem is as a result of the ridiculous way a ticket and receipt are issued with every transaction.

I have requested a public apology from a senior person from the company, maybe the person responsible for initiating this system if they have not already been dismissed. I also believe that everyone historically treated in this way deserves an apology.

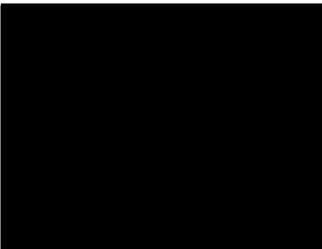
I have told them how to put their system right, they say this is in hand, why the delay ? Surely this is not rocket science.

Interesting point though, if there is nothing wrong with the system according to Constantina why are they " fixing " it ?

I understand that Constantina will always defend the company and it's operating systems but I will remind her that so did all the senior management in the PPI banking scandal but they were proved wrong as recent events have shown.

Myself and many other customers have been wronged and we deserve a full, unreserved, public apology and as I have now spent four hours of my own time so far dealing with this incident I would suggest an offer of compensation would be in order.

Yours Sincerely



This page is intentionally left blank

**Greater Nottingham Light Rapid Transit Advisory Committee
Forward Planner**

Meeting Date	Agenda Item	Format	Contact for Further Info
2019/20 municipal year			
10 March 2020 (Loxley House)	NET Operational Update	Written update, to every meeting	Mike Mabey Head of Operations, Nottingham Trams
	NET Safety and Accessibility Update	Written update, when required	Notify Governance Officer of any cases by 10 February 2020, to enable Nottingham Trams to provide a written response
	Network Accessibility and Representation for Users with a Disability	Written report on the outcomes of engagement with relevant involvement groups, and the actions proposed	Andy Holdstock NET Team
	Issues raised by Committee Members and Citizens	Written responses for agreement, when required	Notify Governance Officer of any cases by 10 February 2020, to enable Nottingham Trams to provide a written response
	Forward Planner	Committee work planner, to every meeting	Adrian Mann Governance Officer

This page is intentionally left blank