



## Work & Play Profile Series Tricia Hayes

### Will reform enable our railways to perform again?

Antony Harvey, Director in our Central Government Practice, speaks to Tricia Hayes, former Second Permanent Secretary at the Home Office and now a woman with many strings to her bow! She gives her thoughts on her career to date and how the transport sector will respond to the upcoming Rail Reform agenda

### Could you start by telling us who you are and what you do at the moment?

I'm Tricia Hayes. I'm currently just over a year into a portfolio career. I have a mix of public and private sector jobs. In the public sector, I chair a transport consumer organisation called London TravelWatch. I also sit on the Board of Transport Focus and the British Transport Police Authority. In the private sector, I work with Baringa (a global consultancy), and do some other consulting myself, including for one of the HS2 main works civils contractors. In my spare time, I'm a volunteer with English Heritage – I love all things Georgian.

### How are you enjoying the move into the non-executive space?

Lots. It takes a bit of getting used to if you have been in a single large system your whole life. And I'm not very good at managing my own diary or my own IT. But I truly love the freedom and the variety. I was worried that I would miss working closely with teams, but I still do that, just several different ones!

### You have spent a lot of your career in the transport sector. What do you think have been the biggest changes over the last decade?

Transport has changed hugely during my working career – from big infrastructure projects like the Elizabeth Line through to transformational changes in ticketing. When I started commuting, I would never have imagined just waving a card at a terminal. But what people want from transport – safe, secure, affordable, accessible, quick, and reliable – is timeless. In London TravelWatch we work hard to help make sure that people who need to travel in London have access to the services they deserve.

### What do you see as the big challenges facing the rail reform agenda?

Rail reform is a huge and complex organisational undertaking. There's a lot of work to do defining the roles and responsibilities of the new future organisations. That's very important work. But from my perspective, the single most important thing is to keep resolutely focussed on the passenger and what they're experiencing – that's what it's all about, after all.

### How do you see these impacting passengers in London and across the UK?

Rail performance isn't currently where it should be. I'd like to see it getting better, and that will be the acid test against which the reform programme will be judged.

## Quickfire

**What do you like to do outside the office?** I love my heritage volunteering. I also enjoy Zumba classes with a group of local ladies that I've danced with for about 20 years. We know how to have fun. I have three grown up sons and I like it when they take me out for dinner.

**What's your favourite movie?** That's a hard question but I think it has to be Working Girl. When she cuts her hair! And that scene at the end when she gets her own office. Bliss!

**Rock n Roll or classical music?** Almost any kind of music except country music. My favourite band is Squeeze. Their lyrics are impeccable.

**What is your favourite place that you have visited?** My home town which is Armagh in Northern Ireland. Come and see our two Cathedrals and wonderful Georgian architecture (did I mention that I like the Georgians?)

**Dogs or cats?** Neither. I've brought up three sons - that's quite enough creatures to have looked after thank you.

Antony Harvey

Director, Central Government

Mobile: +44 (0)7716 226020

Email: [antony.harvey@veredus.co.uk](mailto:antony.harvey@veredus.co.uk)

Web: [www.veredus.co.uk](http://www.veredus.co.uk)

LinkedIn: <https://www.linkedin.com/in/antonysharvey/>

