OPPORTUNITY EVALUATION TENDER PREPARATION SUBMISSION

CONTRACT NEGOTIATION & PRE-MOBILISATION

TRANSITION INPUT

MOBILISATION

OPERATIONS INPUT

TRANSFORMATION

TO START YOUR SEARCH PLEASE CLICK ON AN OPTION

LIVE SERVICE

BAU & CONTINUOUS IMPROVEMENT

connector
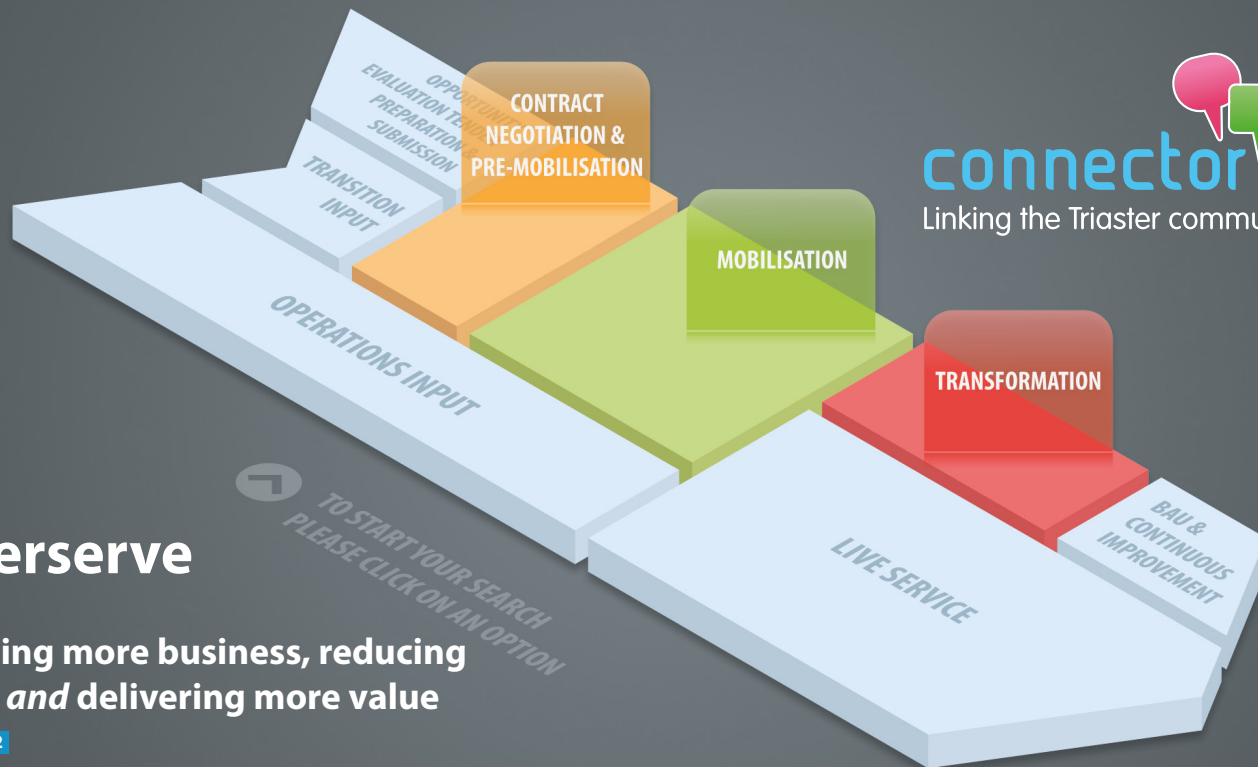## Linking the Triaster community

Interserve

Winning more business, reducing costs *and* delivering more value

See Page 2

Also in this issue //

Welcome

The main feature of our summer edition of the Connector is an Interserve case study. Their Process Library 'PRISM', was launched in October 2011, quickly delivering far more benefits than the process accessibility that was their original objective. 'PRISM' has now been further developed as a structured Mobilisation and Transformation application, which is enabling business to be won and delivered to a reliable margin, as well as a better service to be delivered to Interserve's customers.

Joel and Nick shared their process mapping insights in Connector issue 18 (Sept/Oct 2014) and in this issue follow-up with their best practice tips for facilitating process discovery workshops. It certainly explains where all the sticky notes go! We are often asked for help regarding how to best approach facilitating process discovery and this article gives a very comprehensive answer.

We 'Meet…' Julie Savage, who alongside her role at Bidvest Foodservice (formally 3663), delivers Process Improvement consultancy as part of the Triaster Solution. There is a Tech News on Troubleshooting Visio Automation, details on events - both recently held and coming up - and a celebration of summer! Part of this is a caption competition. All the best responses will be printed in the next Connector and posted on LinkedIn. And of course there will be prizes! We know you are a funny bunch – so let us have it!
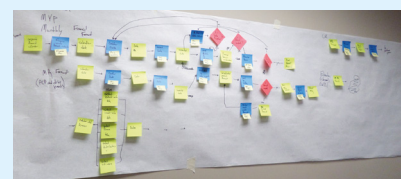
Emma

Emma Harris // Operations Director
emma.harris@triaster.co.uk
+44 (0)870 402 1234

Best Practice Process Mapping

Facilitating process discovery workshops

T.U.G. (Triaster User Group) News
Some timely reminders

Tech News
Troubleshooting Visio Automation

Meet… Julie Savage
Process Improvement Consultant

Community Events
Make sure you book onto one

From the Community
All sorts of news and a competition for the summer

Continuous Improvement:Change for the Better
Or is it Continual?

TRIASTER

The Process Improvement Company

Interserve

Winning more business, reducing costs *and* delivering more value

Interserve is one of the world's foremost support services and construction companies, operating in the public and private sectors in the UK and internationally. They offer advice, design, construction, equipment, facilities management and front-line public services.

Interserve is based in the UK and is listed in the FTSE 250 index. They have gross revenue of £3.3 billion and a workforce of over 80,000 people worldwide.

Interserve's Process Library 'PRISM', was launched on their intranet (IRIS) in October 2011 and quickly delivered far more benefits than the process accessibility that was their original objective.
It has now been further developed as a structured Mobilisation and Transformation application for all Support Services staff and this is delivering further significant value.

In order to differentiate Interserve from their competitors, Support Services have identified the need to design significant innovation into their bid proposals. Increasingly facilities management providers are realising that without an innovative approach, their ability to bid for and win work is seriously compromised. As a result there is a need to ensure that FM providers sell only what they can deliver, and then deliver exactly what has been sold.
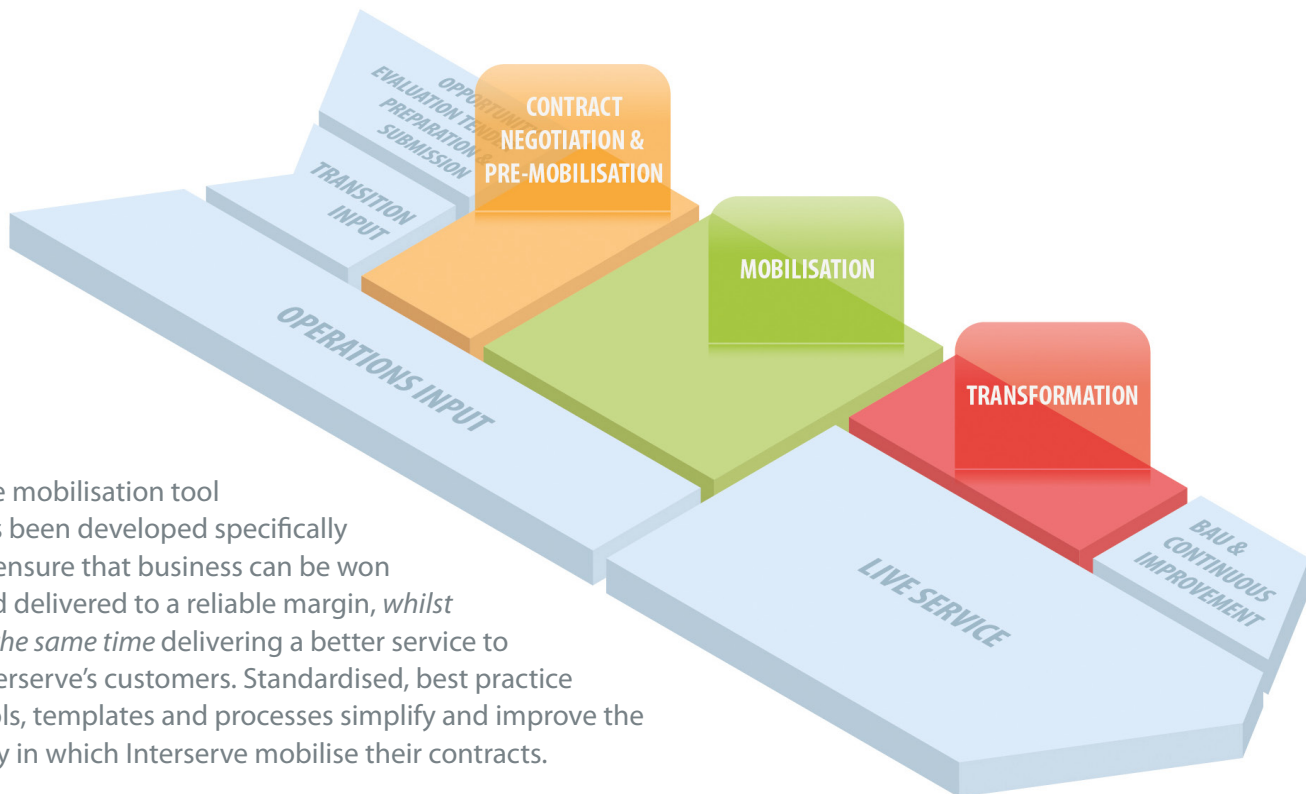
The mobilisation tool has been developed specifically to ensure that business can be won and delivered to a reliable margin, *whilst at the same time* delivering a better service to Interserve's customers. Standardised, best practice tools, templates and processes simplify and improve the way in which Interserve mobilise their contracts.

The benefits are significant:

- Standardised toolkit for all mobilisations

- Coherent and consistent approach to mobilisation delivery

- Greater solution accuracy by minimising errors and overruns

- Enhanced customer service and delivery to clients through the consistent methodology and delivery of mobilisation and transformations

- Standardised documents help managers to focus on contract specific elements of mobilisation

The standardisation of the cycle from bid process through mobilisation and transformation to 'business as usual' significantly reduces the time that mobilisation project managers need to spend on the 'standard stuff' and enables them to concentrate on being creative and adding value, thereby delivering a better service to their customers. It also has a significant positive impact on cost containment and the time taken to mobilise. Both key to delivering a reliable profit margin.

BBC and Sussex University mobilisations were the first to benefit, with the Sussex University mobilisation taking just eight weeks.

Kate White, Head of Programme Management, Civil Government and Mobilisation Programme Manager for University of Sussex particularly noted that:

"

One of the key benefits of the (new) approach is having 'off the shelf' items ready for use so you don't have to start from scratch. This makes the routine activities 'routine' and gives everyone the chance to have 'thinking time' and focus on the difficult, contract specific tasks.

Kate White, University of Sussex

Both the BBC and the University of Sussex have been impressed with the service delivered and in particular with the innovation shown and the information base shared with them. Alan Bainbridge, Portfolio Director, BBC has stated how important delivery to what's promised is and that Interserve do, "Exactly what it says on the tin".

Related Video

To hear what he says in full please watch the video here:
http://tinyurl.com/pbsufmr

So with mobilisation now faster, cheaper and better - the holy grail of service delivery is being achieved.

PRISM

What a great idea!

NG Bailey

On 24th June, NG Bailey hosted an ICT Supplier day to present their strategy and explain how it fits with their overall business requirements over the next 5 years. Cliff Fox, ICT Director, gave a unique insight into the initiatives being driven by the organisation and the challenges the ICT team therefore face.

The session was very well received by all attendees and showed a great example of a progressive IT team who recognise that by communicating better with suppliers, they will maximise time spent discussing their requirements and possible solutions.

In addition, they should receive better-suited proposals within the correct times within their budget year and reduce the number of general meetings with suppliers to a smaller number catering to their specific needs. Additionally, Cliff encouraged suppliers to work together on solutions, which again should lead to better co-ordinated implementation.

Well done NG Bailey, a great example of process improvement and we look forward to helping you meet your objectives.

connector
Linking the Triaster community

Best Practice Process Mapping

Facilitating process discovery workshops

Nicholas Hall & Joel Evans // Project Delivery Consultants

How do you most effectively translate your organisation's knowledge, experience and procedures into a process map?

Since joining Triaster, we have both been facilitating process discovery for multiple customers in many very different environments, delivering Triaster process discovery workshops. With the benefit of this experience, we would like to share some best practice facilitation approaches with you.

There are many ways of conducting a process discovery session however, in any event we recommend that no more than ten people are invited to attend, otherwise the session is likely to become unwieldy and unproductive. Subject matter experts from the business area you are mapping are essential and it is also preferable to have someone present who has knowledge of how the process links to other business areas.

Capturing a process – the best approach

There are times when a notepad and pen are all that are needed, particularly when interviewing subject matter experts one-on-one. Generally though, to transform a teams' grey matter into vibrantly useful, usable and used process maps, we take a high impact, visual approach.
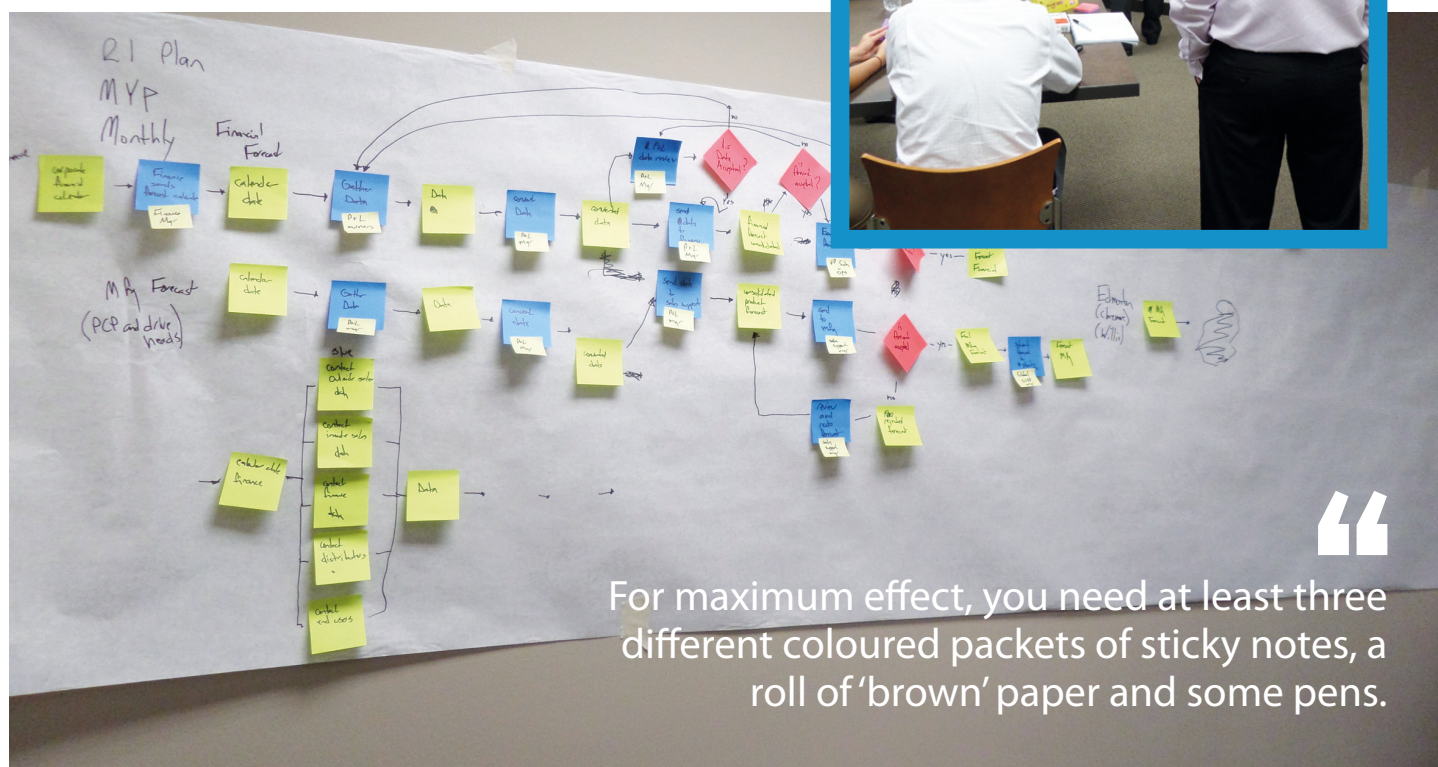
> For maximum effect, you need at least three different coloured packets of sticky notes, a roll of 'brown' paper and some pens.

For maximum effect, you need at least three different coloured packets of sticky notes, a roll of brown paper and some pens ('Sharpies' work well). Of course, flip chart paper instead of brown paper works, but takes more effort to stick on the wall and take down afterwards! Capturing the process steps on the sticky notes enables both the initial capture and also the subsequent (and inevitable) amendments and changes to be executed quickly, efficiently and visually.

However, putting sticky notes on brown paper is the easy part; the challenge comes in capturing the correct level of detail, keeping the room engaged and crucially - asking the right questions.
It is vital to agree the scope of the subject to be covered prior to starting the discovery session. You should also time limit the session, in order to keep the team focused.

Start the session by focusing on the start and end point of your process scope. For example, for a sales process the start point might be, 'Customer enquiry' and the end point 'Quote'. Write these on the same coloured sticky notes and stick them at the start and end points of your brown paper, as your goal posts. These goal posts will be the **Deliverables**, hence the need use the same coloured sticky notes for both – this colour should then be used for all other Deliverables captured. Different coloured sticky notes should also be used consistently, for **Activities** and **Decisions** captured.

Focus on the output and its value

At Triaster, we focus as much as possible on the Deliverables that are produced throughout a process. We believe that Activities have no value, but rather attract a cost, whether that is in terms of budget, time, or resources. The value of a process is in the Deliverables that are produced by the Activities undertaken.

> " It is vital to agree the scope of the subject to be covered prior to starting the discovery session...start the session by focusing on the start and end point of your process scope.

To effectively capture the Deliverables, keep asking the following questions:

'What does that Activity produce?' or 'What do you have now that you didn't have before?'
We also consistently challenge the Activities undertaken throughout a process with the question 'so what?' This seems a bit blunt to begin with, but does ensure the team focuses on what they are delivering with their activity.
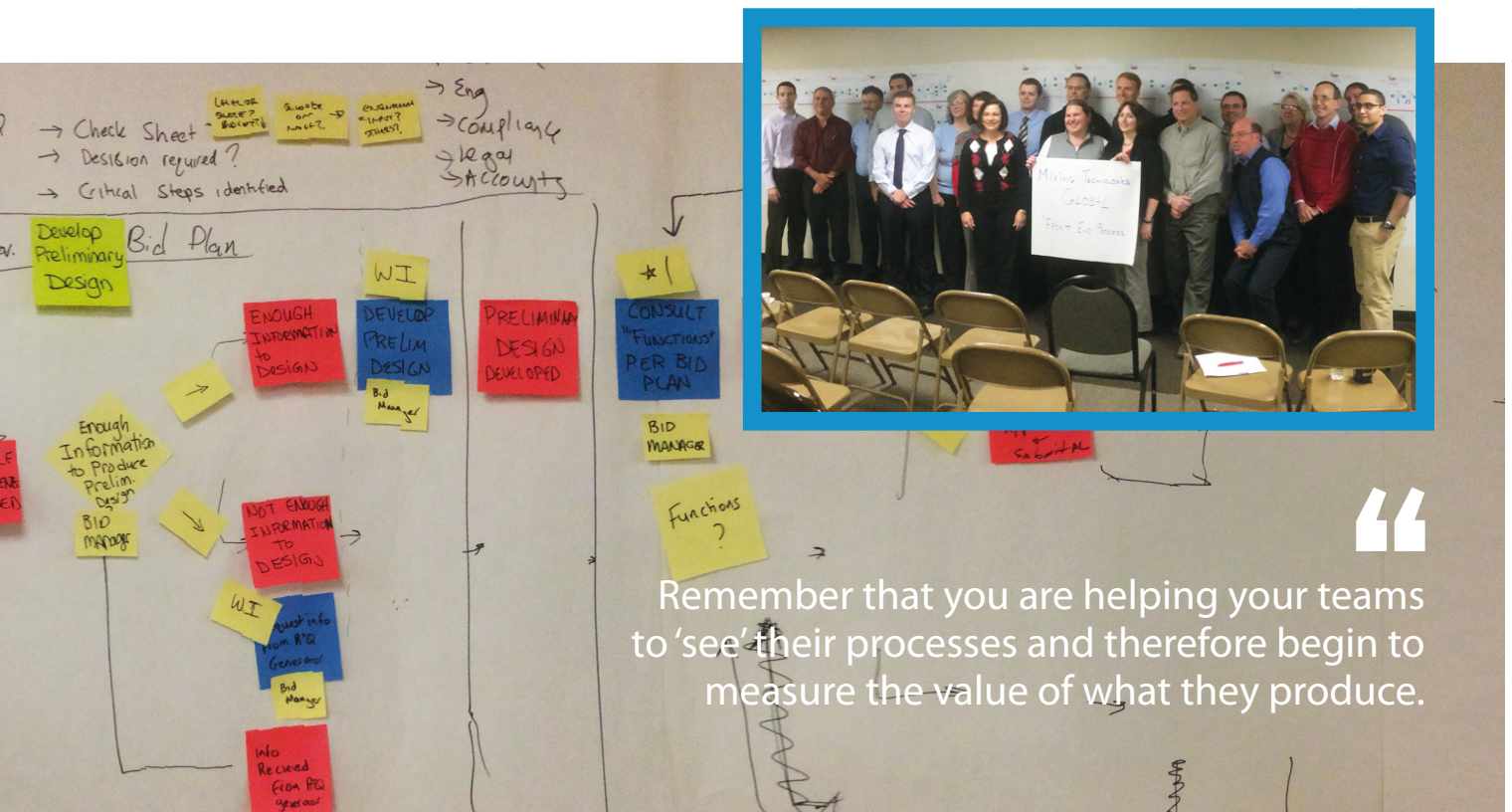
To ensure that the Activities and Deliverables captured make sense, we always use *'how to' /' how do I'* and *'show me the'*…labelling. For every Activity, imagine the words *'how to' / 'how do I'*… as an invisible prefix; with deliverables, imagine *'show me the'*… as the invisible prefix.

Seeing the output demonstrates the business value

Remember that you are helping your teams to 'see' their processes; you can therefore begin to measure the value of what they produce. To quote the organisational theorist Dr. Myron Tibus, "you don't learn to process map, you process map to learn". Valuable time and resources can be saved and efficiency opportunities identified. So assemble your team, agree on the subject scope - particularly its beginning and end points - and start capturing Deliverables.

For further information on how Triaster can assist you with Process Discovery and Business Improvement facilitation, please contact Customer Services by e-mail to customer.services@triaster.co.uk or call 0870 402 1234 and ask for Jo Dolton. During these workshops we both 'extract' the process and supporting data from your teams (as described above) and also create and publish the process maps to your Process Library.

Short of in-house resource? Call on Triaster.

> "Remember that you are helping your teams to 'see' their processes and therefore begin to measure the value of what they produce.

T.U.G. News

Linda Spinks presents the latest news from the User Group

Linda Spinks // User Group Chairperson

At the last Triaster User Group meeting on 5th March 2015, one of the decisions made by the group was to share information more widely within the Triaster community, so that more than just the meeting attendees can benefit. One way that would really help us to do this, is through more use of the User Group LinkedIn forum. The forum can be both clicked to from the User Group Secure page and via this link: http://tinyurl.com/pv5vnkp. If you aren't already a member of this group, please simply request to join and the group owners will approve your request.

WE TELL YOU

Next Main User Group meeting

Steve Ward of NG Bailey is hosting the next main User Group meeting at their Bradford site, on 10th September 2015. If you would like to attend this meeting please either register via the Triaster website here www.triaster.co.uk/connector-events-user-group.php or e-mail customer.services@triaster.co.uk. Also, if you are planning to come along and have ideas for topics that you would like to discuss at the meeting, please do let us know in advance.

Engineering Group meeting

A reminder that we are still open to offers to host the next Engineering Group meeting. Although before any date is agreed we suggest that you think through any specific topics that you may want to discuss with other likeminded people and ask if anyone else wants to meet up about it. This can be done either via the Forum on LinkedIn (details as above) or again by contacting customer.services@triaster.co.uk

If you would like to host a meeting, or have any questions about the User Group please drop us an e-mail to user.group@triaster.co.uk

YOU TELL US

The next User Group meeting will be hosted by Steve Ward of NG Bailey in Bradford on 10th September

connector
Linking the Triaster community

Tech News

Troubleshooting Visio Automation

John Blight // Technical Support Manager

We've had recent incidents of problems with Visio automation, so this article is intended to review common causes, symptoms and resolutions.

Configuring Visio for use with Process Navigator

Before installing Process Navigator, Visio needs to be configured accordingly.

- Macro security
- Access to the Visual Basic project
- Default file-type
- Stencil and template search paths

This is likely to be familiar to most Process Navigator users, and is described in the Knowledge Base.

'Configure Process Navigator for first use'
http://knowledgebase.triaster.co.uk/help-for-process-mappers/process-navigator/how-to-configure-process-navigator-for-first-use

If there are automation problems, the first two of the above list in particular ought to be checked. If that doesn't resolve the issue, then there are other trouble-shooting steps that can be tried.

Trouble-shooting automation problems

There may be a loss in interaction between Process Navigator and Visio. A typical symptom is the absence of a 'Process Navigator' menu item (under the 'Add-Ins' tab in Visio 2010 and later) and the 'Progress' and 'User Actions Required' aren't displayed. That would be obvious to a mapper, but not so on a Triaster server, where automated publications run Process Navigator and Visio non-interactively. A characteristic of this would be Search and Report results don't reflect the current and expected state of a map, as the section of

a map file from which data is read to populate the XML data files (e.g. 'catalogue.xml') on which such searches and reports are based isn't updated to maintain consistency with the content as seen in Visio.

If there are problems in loading an add-in, Visio may disable it. The problem could have been transitory, but the add-in can remain disabled. The following configurations in the Registry would indicate such an issue.

Resiliency
HKCU\SOFTWARE\Microsoft\Office\<Version>\Visio\Resiliency

Note that this is a user-specific setting.

If there's a 'Resiliency' key in the Registry, then ensure Visio is closed, and delete that key.

More information is available in the Knowledge Base.

'Process Navigator Menu Missing or Disappears'
http://knowledgebase.triaster.co.uk/help-for-process-mappers/visio-process/menu-not-present

LoadBehavior
On 32-bit Windows (and therefore 32-bit Visio), and 64-bit Windows and 64-bit Visio:

HKLM\SOFTWARE\Microsoft\Visio\Addins\
trMEWrapper_Net.Connect\
    LoadBehavior

On 64-bit Windows and 32-bit Visio:

HKLM\SOFTWARE\Wow6432Node\Microsoft\Visio\
Addins\trMEWrapper_Net.Connect
    LoadBehavior

Note that these are machine-scoped settings, so are likely to need administrator access.

'LoadBehavior' should be '3', but if it isn't, ensure Visio isn't open, and reset it.

System.InvalidCastException error
This error, reported in Process Navigator's 'User Actions Required' window, is a characteristic of there being spurious Visio-related data in the Registry, perhaps remnants of an installation of Visio that has been removed and replaced with another, but not necessarily so. Detailed information is in the Knowledge Base.

'Error - System.InvalidCastException error when opening a map from the Map Control Console'
http://knowledgebase.triaster.co.uk/help-for-process-mappers/process-navigator/errorsystem-invalidcastexception

The resolution is relatively straightforward (even if the descriptions and explanations suggest otherwise!), but it does require direct editing of the Registry, so should only be done with care.

Testing a fix

When testing the efficacy of any fixes, Process Navigator / Visio should be run by opening a map, and the presence of the 'Process Navigator' menu item and the progress windows verified. When doing this on a Triaster server, it should be done logged on as the publication user, and the map should be opened by double-clicking on the map file in Windows Explorer. That should ensure an interactive session, which may not be the case if the map was opened otherwise when Visio had been configured in DCOM to be explicitly associated with the publication user.

All Tech News and Support Tips articles can be found on our website in the support area:
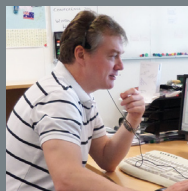
www.triaster.co.uk/support-home.php

New and improved Product Roadmap

We are pleased to announce that the new updated Product Roadmap is now ready for you to review. As some of you will be aware, the Roadmap has been converted into an Excel format in order to make it easier to read and manage. It should also now make it easier to refer to for the next feature voting exercise (Summer 2015).

The Roadmap is available for customers to download from the Triaster User Group secure page, or can be e-mailed directly, whichever is easier for you. We are happy to send you a reminder of access details for the secure page, either way just drop us a line on: customer.services@triaster.co.uk

World Quality Day November 2015

Triaster are planning an exciting one day conference supporting the CQI themes for World Quality Day 2015:

"We want to spread the message that to sustain delivery of high-quality products and services, and to operate in a way that meets stakeholder needs, organisations must establish effective systems of governance and assurance, and commit to a culture of objective evaluation and continuous improvement."

The conference date and more information will be coming soon, keep an eye on Triaster's website…

Meet…Julie Savage

Process Improvement Consultant

Fact File

Joined Triaster
March 2014 as part of the consultant partnership

Before that
Still work at Bidvest Foodservice (formerly 3663) 18 years

Professionally she is most proud of …
Working with T-Mobile in Seattle to get their process library to 'business as usual' status. Supporting the T-Mobile team to align their library to their business needs

Hobbies
Visiting all the places (home and abroad) on my bucket list – slowly working my way through…

Likes
Anything horsey. I am the gadget queen – if it's the latest one, I have to have it! Sounds pretentious but I love going to really good restaurants – I have eaten amongst other things – pickled duck tongue and lightly fried sheep's brain – it was actually delicious

Dislikes
Fruit in any way shape or form (I do make an exception for wine though)

Everyone at Triaster will always remember…
She has been on the Triaster User Group committee for as long as we can remember and is now Secretary. Also she is a great sport!

Julie delivers process improvement consultancy for Triaster. With over 20 years' experience in business improvement, Julie has played a leading role in all aspects of process design, re-engineering and improvement primarily in warehousing and logistics supporting the movement of goods in the UK, worldwide and even into war zones.

Julie began her logistics career in the early 90's with the NAAFI, who at the time operated clubs and shops in every military base in the UK and worldwide. In 1997, she moved to Booker Foodservice when they were awarded the MOD food contract, bringing her expertise in the unique rules and regulations for supply to British Forces. Whilst continuing to work full time, Julie completed a degree in Business Studies at Reading University in 2000. This provided the theoretical framework to Julie's practical experience and supported a career move to business improvement within Bidvest Foodservice (formerly 3663, who purchased Booker Foodservice). Working with the Triaster Solution since 2004 and implementing Bidvest Foodservice's Process Library 'Find me' in 2011, Julie has used her pragmatic approach and process expertise to deliver (amongst other things) an integrated operational management system, improved processes, a process review process and the cultural change needed to embed these. She continues to work with Bidvest Foodservice, whilst also sharing her experience and expertise working with key Triaster customer projects.

And this is what Julie says about working with Triaster...

"

This partnership with Triaster has enabled me to translate my approach into other business sectors and understand how to apply methods and processes more generically. Also, it's demonstrated to me that fundamental quality management is applicable to all areas, sectors. business types. I have had the opportunity to travel to the USA and work with a great team in T-Mobile implementing the principals of 'Useful, Usable and Used' for their Process Library. I have also worked with Triaster as part of the Northamptonshire Police project helping to analyse their processes to support streamlined working.

I've experienced Triaster from both sides now and can confidently say - great product, great people, great culture.

Community Events

Jo Dolton & Emily Wright review the upcoming calendar

Jo Dolton & Emily Wright // Customer Success Team

Triaster and our customers host a number of events as listed below. Many of these events are free of charge to organisations with a Trusted Partner Licence Agreement. Of course, all Triaster training courses can be delivered on-site, if you would like to discuss this further, please contact either of us by calling: +44 (0) 870 402 1234 or e-mail customer.services@triaster.co.uk

Please do remember to register if you plan to join any of our webinars.

Date	What is the Event?	Who benefits from attending?	How will I benefit?	Location
9th Jul 2015 - 14:00 15th Jul 2015 - 11:00 21st Jul 2015 - 16:00 29th Jul 2015 - 10:30 7th Aug 2015 - 10:30 13th Aug 2015 - 15:00 19th Aug 2015 - 13:30 24th Aug 2015 - 14:00	**Why Triaster?**	Anyone interested in managing and improving their business processes	This 30 minute webinar will introduce you to the Triaster Process Library approach to managing and improving processes.	Webinar
23rd Jul 2015 - 10:00 19th Aug 2015 - 10:00	**Quantifying the Benefit of Process Improvement**	Business Analysts and anyone interested in evidence-based process improvement	A hands-on seminar, taking you through the four stages of producing a business case for improvement.	Triaster HQ, Oxfordshire
20th & 21st Jul 2015 14th & 15th Sep 2015 23rd & 24th Nov 2015	**Triaster 2 Day Training - Creating Maps For Your Library**	Anyone needing to map their processes	This training course covers the basic software skills needed to create process maps with Process Navigator and publish them to your Library.	Triaster HQ, Oxfordshire
23rd Jul 2015	**Release Update Webinars**	All Triaster customers	An executive briefing from the Triaster Team looking at new features from Triaster, what's happening in the Triaster Community and what's coming up next.	Webinar
10th Sep 2015	**Customer User Group**	All Triaster customers	A great opportunity to meet customers from a variety of industries and share your views and experiences of Triaster.	NG Bailey Bradford site
4th Nov 2015	**BQF - Process Improvement Event**	Members of EFQM Excellence Model User Group	This event welcomes users at any stage of their excellence journey and as such is an ideal opportunity to share and learn from the experience and knowledge from within the membership.	University of Winchester

connector
Linking the Triaster community

Date	What is the Event?	Who benefits from attending?	How will I benefit?	Location
Date TBC	**Triaster Customer Focus Day**	All Triaster customers	Customer Focus Days give the opportunity to workshop with Triaster development regarding both software and services and directly influence and impact the end results.	Triaster HQ, Oxfordshire
Date TBC	**Engineering Special Interest Group Meeting**	Triaster customers in the Engineering sector	Meeting users in the Engineering sector who are able to share, understand and solve each other's problems with process in this particular environment.	TBC
Dates available on application	**Triaster Training - Process Discovery Facilitation**	Anyone responsible for process discovery	Training that covers the skills and approaches that will enable you to successfully facilitate your process discovery workshops. (Triaster can also deliver on-site process discovery workshops.)	Triaster HQ, Oxfordshire
Dates available on application	**Triaster Training - Technical Workshop**	Library Administrators, IT and Support professionals	The workshop answers in-depth all of the commonly asked technical questions about the Triaster Server installation, as well as providing plenty of opportunity for delegates to discuss their own systems.	Triaster HQ, Oxfordshire

FREE EVENT

For more information and registration for Community Events please go to:
www.triaster.co.uk/events.php

Also, please be aware that you can sign up to receive e-mail updates on events by completing an enquiry form here:
www.triaster.co.uk/contact.php

Not to be missed!

Quantifying the Benefit of Process Improvement Seminar – next one 23rd July

This two hour seminar takes you through the steps involved in producing a business case for process improvement. Delegates attending the June Seminar left at the end, "just wanting to get back, to get on with it!"

Duration: 2 hour seminar, with option to stay for lunch afterwards.
Location: Triaster HQ, Oxfordshire
Arrival at: 9:30 a.m. for 10:00 a.m. start
More dates, details and registration online at: www.triaster.co.uk/quantifying-benefit

connector
Linking the Triaster community

From the Community

Latest news and discussion

We recently had an e-mail from Penny Hemstock, Quality Manager – Operations, Openfield:

"I'm on holiday the first 2 weeks of July and will be returning as Mrs Penny Gaunt, so if you get any e-mails from that name it's me!!"

Congratulations Penny!

Everyone at Triaster sends their very best wishes. Have a wonderful wedding day and honeymoon.

Many congratulations to Steve and Anna Odeyemi on the birth of their son Tayo...

...also to Jo Dolton on the arrival of Ben and Jerry!

Rachel Hulme, HomeServe and Phil Duncan, Sungard AS UK
Delivering process improvement in their different ways!

What Mark Curtin, National Oilwell Varco does when he isn't delivering process improvement!

We're very impressed by his board game collection.

Triaster USA

A brief business update from Russ Finseth, Triaster USA:

We have been selected to be trained and certified by Microsoft in Customer Journey mapping by the senior director of CPE (customer partner experience) after completing a formal demonstration of the complete Triaster solution.

Customer Journey mapping focuses on customer personas, a specified goal of the customer, what the customer is feeling at different points in their journey and the internal business processes that support a positive customer journey. Many opportunities for improving the Customer Journey are captured and prioritised. Currently, the final documentation is held in PowerPoint slides stored on a SharePoint site. The senior director of CPE is clear that capturing the analysis as a process model and publishing it to a Process Library will be far more extensible and provide improved engagement with the opportunity owners, as well as supporting better governance.

Emily, Holly and the Connector find the sun in Devon...

Paul takes on a man vs food challenge...

Emma gets running...

it's **Summer** Hurrah!

Joels' brother is at the crease at Lord's...

Summer Quiz

The best captions to any of these pictures win a prize! E-mail your suggestions to puzzle@triaster.co.uk

Russ Finseth and family are at the baseball...

Holly and Fizz enjoy an ice cream...

They had read in the Connector that ice cream is a 'like' for both Stan & Russ and then just had to have one!

Victoria and her band of superheros are ready for action...

connector
Linking the Triaster community

Continuous Improvement: Change for the Better

Or is it Continual?

Michael Cousins // Managing Director

In May Michael Cousins explored how, 'Triaster customers are embedding Continual Improvement in their organisations and the practical steps that they take to achieve it', at the Open Forum Conference, Continuous Improvement: Change for the Better.

We had wondered whether he would be allowed in, given his recent LinkedIn posts:

Linked in

Should it be Continual or Continuous Improvement?

Feb 16, 2015 | 👁 400 | 👍 31 | 💬 11 | in f g+ ▾

Michael Cousins

Linked in

Continual, Continuous or Semantics (a follow-up)

Feb 25, 2015 | 👁 74 | 👍 5 | 💬 1 | in f g+ ▾

Michael Cousins

To which the conclusion was:

54% Think it should be Continual

3% Think it should be Continuous

43% Think it really doesn't matter (or no opinion was discernible).

He seems to have got away with it though!

Michael Cousins addresses the Open Forum Events Conference at Manchester.