

# Rail Delivery Group

## Summary of Proceedings 23 June 2014

### Present

Martin Griffiths (Chair) (Stagecoach)  
Mark Carne (Deputy Chair) (Network Rail)  
Michael Roberts (Director-General) (RDG)  
Vernon Barker (First Group)  
Dominic Booth (Abellio)  
David Brown (Go-Ahead)  
Andrew Chivers (National Express)  
Chris Kimberley (Serco)  
Alistair Gordon (Keolis)  
Jeremy Long (MTR)  
David Martin (Arriva)  
Peter Maybury (Freightliner)  
Paul Plummer (Network Rail)  
Doug Sutherland (Serco)  
Alain Thauvette (DBSchenker)  
Nick Ellins (RDG)  
Edward Welsh (RDG)  
Billy Denyer (Minutes) (RDG)

### In attendance

Malcolm Brown (Angel Trains) and Mary Kenny (Eversholt Rail Group) – The ROSCO model  
Guy Woodroffe (RDG) – Project Quicksilver

Approval of the record/progress on action points from the meeting on 12th May

The minutes of the RDG meeting on 12th May were agreed to be an accurate record.

Two outstanding action points were discussed, with some other actions picked up later on the agenda.

- On the action to clarify ATOC Board's scope and activities, this will be considered at the September RDG meeting. MR said he would speak to ATOC Board members to gather their thoughts.
- On the National Operating Strategy (NOS) action, Network Rail are currently considering this further, specifically in relation to ETCS, and MC will provide an update in due course.

## **Director-General's report**

MR updated members on a meeting with the Secretary of State and Stephen Hammond earlier that day. The discussion focussed on fares and ticketing, noting the work to be done by the pan-industry steering group on ticketing. It was recognised that there needs to be better use of technology in ticketing developments. Recent progress on franchising was also discussed.

In addition to the SoS meeting, MR highlighted RDG engagement with Labour and listed the items currently planned for the July RDG agenda.

## **Mark Carne's perspectives on Network Rail/RDG**

Mark Carne set out his impressions of the rail industry and the challenges it faces. He commented that rail has been a big success story in recent times. Current challenges for Network Rail include the recent reclassification, its relationship with the Office of Rail Regulation, and making better use of the route structure.

MC identified three priority areas where he feels improvements should be made by the industry:

- **Workforce safety:** MC believes that workforce safety and business performance go hand in hand. It can be improved through better planning and raising expectations of what is acceptable by changing working cultures.
- **Operational excellence and continuous improvement:** MC felt there should be better use of data to identify ways of improving the industry.
- **The digital railway:** MC remarked that technological revolutions are critical to success, and he saw evidence of this whilst working in the oil and gas industry.

Martin Griffiths suggested that RDG should consider how the three priority areas can be integrated into the RDG workstreams.

## **Labour messaging and RDG vision**

EW presented the redrafted RDG vision and proposed messaging (to promote the agreed narrative) which had been composed by the RDG Communications Group. EW commented on two recent press releases highlighting work in the Freight and APSCM workstreams which had been very successful, and alerted members to ongoing work. Members commented on the draft and endorsed the revised vision.

Martin Griffiths requested that members use the messaging regularly and consistently, particularly with stakeholders.

## **Rolling stock and VfM: the ROSCO model**

MR introduced the ROSCO item, summarising the Steer Davies Gleave (SDG) work on Rolling Stock Value for Money.

Malcolm Brown (Angel Trains) and Mary Kenny (Eversholt Rail Group) were welcomed to RDG and presented their business model. They stressed that the ROSCO model provides financial

agility and flexibility to rail operators, and adds value to the industry. The mismatch between asset lifetime and franchise length was recognised as an issue.

A proposal was made for taking forward future work on rolling stock and the ROSCO MDs agreed to come back on this. A new RDG lead needed to be identified for this work, following the departure of Bob Holland.

### **Project Quicksilver**

The industry business case for Project Quicksilver, based on the Network Rail tender exercise, was presented.

RDG agreed that a small group should be convened to consider a number of issues in the light of members' comments and that this group should report back in 6 weeks, and update Ministers on progress. It was agreed that there should be two TOCs on the group, as well as engineering input (to advise on maintenance/downtime costs).

It was acknowledged that it is not easy to implement mobile broadband on rail networks and there are national railways in Europe that have been unable to do this.

### **RDG Administration**

RDG convened a general meeting of the Company, and members passed by way of a special resolution an amendment to the Articles of Association, to effect the changes in the charging regime as agreed at the meeting of RDG held on 3rd March 2014. Four other administrative resolutions were also approved by RDG.

### **Any other business**

Members briefly discussed the workstream updates paper, with recent progress on Performance, People, Freight, Stations and Franchising highlighted.