

**PAPER TO RDG BOARD**

**Meeting Date:** 6 June 2017

**Paper Title:** Minutes of RDG Board April 2017

**Author:** Naomi Rial

**Paper Date:** 30 April 2017

**Reference:** Paper 1a

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Attendees	Organisation
Chris Burchell (Chair)	Arriva
Mark Carne	Network Rail
Paul Plummer	RDG
David Brown	Go Ahead
Jo Kaye	Network Rail
Tim Shoveller	Stagecoach
Hans-Georg Werner	DB Cargo
Dominic Booth	Abellio
Lindsay Durham	Freightliner
Ernesto Sicilia	Trenitalia
Hugh Clancy	First Group
Alistair Gordon	Keolis
Oliver Bratton	MTR
Jonathan Riley	Serco
Phil Whittingham	Virgin
Mark Thurston	HS2 (Dinner only)
<b>In attendance:</b>	
Jac Starr	RDG
Dennis Rocks	RDG
Naomi Rial (Minutes)	RDG
<b>In attendance (in part):</b>	
Anthony Smith	Transport Focus
Jeff Halliwell	Transport Focus
Edward Welsh	RDG
Crispin Humm	RDG
Andy Wakeford	RDG

## MINUTES OF MEETING

Item No.	Approval of the record & action updates
1	<p>The minutes of RDG Board on 14 March 2017 were accepted as a true and accurate record.</p> <p>In response to a previous action, Mark Carne summarised recent communication with the DfT and options being considered for making cost savings within Network Rail. The options presented included savings in Schedule 8, efficiency through delayering and simplifying structures, deferring some renewals activity to CP6 and the identification of projects that do deliver an immediate customer benefit. Mark asked attendees to feed back to him any projects they or their teams would like to challenge.</p>

Item No.	Chief Executive & Chairman's Report		
2	<p>PP provided highlights from the CEO report.</p> <p>We are increasing collaboration with RSG and this is supported by the supply chain and the DfT. The Sector Deal provides the industry with an opportunity to further articulate what we have been doing and our requirements from government.</p> <p>The three Strategic Boards are starting to work well but they are still developing so PP asked for feedback from members on how they can become really successful.</p> <p>Elizabeth de Jong, RDG Policy Director, will be leaving RDG shortly and will be replaced by John Thomas. John currently works for Etihad Rail in the UAE and has a transport and regulatory economics background.</p> <p>TS asked whether the Board should be referencing data such as revenue growth trends at this meeting. PP suggested that the Industry Scorecard should be included within the pack on a quarterly basis and noted that customer board regularly debated drivers of revenue and what can be done about them.</p>		
1704.01	<i>Include the Industry Scorecard within the Board paper pack quarterly</i>	<i>Paul Plummer</i>	<i>July meeting</i>

Item No.	Strategic Discussion: Customer Experience Portfolio
3	<p>Three topics within the Customer Experience Portfolio were discussed and Board endorsement was given for the work being undertaken:</p> <p><b>Customer Experience Portfolio update:</b> Jac Starr gave a summary of progress within the portfolio in the four key areas; Fares, Retailing, Information and Systems &amp; Service. The 'heartbeat' model is used to identify the biggest gaps in customer satisfaction and projects within the portfolio are aimed at closing the gaps. Underpinning the portfolio of work are the Customer Promises; and the purpose of the portfolio is to create an exceptional end-to-end journey experience and to drive innovation for the customer of the future. A Customer Day is taking place on 23 May and members were encouraged to attend as it will be a valuable opportunity to better integrate all customer related activity and contribute to the Customer Experience portfolio.</p> <p>CB asked how the Customer Board can ensure it remains sufficiently strategic such that it can identify and address key and crunchy industry / customer challenges, supported by the committees underneath doing the detail. Coordinating engagement with the supply chain where it makes sense and developing solutions to influence future rail strategy and policy are all vital if we are to shift the dial on customer trust. JS stated that the governance structure is intended to work as an end-to-end process to give Customer Board the confidence over their role; the CEO report and portfolio update should enable RDG Board to be informed and supportive of the process. JS confirmed that the Customer Board meeting is becoming more mature and using the Customer Heartbeat as a reference point more will allow the Board to make informed decisions based on consistent customer insight.</p> <p><b>Accessibility Programme:</b> Crispin Humm provided a summary of the RDG's industry wide Accessibility Programme. There is now a clear strategy, vision and action plan developed to address the needs of disabled and vulnerable customers. Delivery is mainly at a local TOC level but the national oversight provided by having a common framework and governance will ensure an efficient and coordinated approach. This is particularly important given that customer satisfaction in the area remains low despite previous investment. Customers report inconsistent experiences across the network, especially in the provision of assisted travel, as a particular issue.</p> <p><b>Fares &amp; Retailing:</b> an update was provided by Andy Wakeford on the approach being taken to support simplicity and transparency around ticketing. A key point, which the government now recognises, is that ticketing improvements cannot be achieved in isolation and the complex, longstanding fares problems must be addressed too. Three fares restructuring pilots are being trialled by several TOCs and will provide proof of concepts for the</p>

	<p>following; leg-based pricing to counter ‘split ticketing’, route simplification (restructuring the flows where the mandated 1995 route no longer reflects sensible choices) and single-leg pricing. These pilots are just the start of significant work required to develop a 10+ year strategic vision for fares and ticket reform.</p> <p>CB commended Andy for an excellent summary of the fares issues and having a roadmap is a key requirement. Ideally some early wins can be achieved ahead of the much bigger long term prize. For example, it was agreed that Priv travel could be used to test bed for ticketing improvements and as a way of getting staff buy in for innovation. Board encouraged RDG with Customer Board to continue to develop the fares agenda and to identify the known issues and promote discussion on how the industry might address them, with government support.</p> <p><b>Decision:</b> RDG to draw together an overall Fares and Retailing vision, drawing together the existing work being undertaken in this area; and that this should include a communications narrative and early wins that can be used to build the industry’s credibility to drive change.</p>		
1704.02	<i>The next customer portfolio update to RDG Board (in November) to include a review of progress in addressing end-to-end journey gaps.</i>	<i>Paul Plummer</i>	<i>November meeting</i>

Item No.	Stakeholder: Transport Focus
4	<p>The Board welcomed Jeff Halliwell and Anthony Smith from Transport Focus to the meeting. Jeff provided background on Transport Focus’ role within the Industry and summarised the three principles they follow of being customer centred, evidence based and helpful. Anthony Smith reflected on the value of NRPS and proposals being worked through with RDG to provide a more continuous survey of customer sentiment using various channels including social media.</p> <p>Anthony gave his support to the Western Route board and the efforts to hear the voice of the customer at that level.</p>

Item No.	Reputation campaign
5	<p>A summary of the work completed to date on the Reputation campaign was presented by Edward Welsh and further discussed over dinner.</p> <p>The objective of the campaign is to ‘change the reputation of the rail industry and improve support for the work underway that will transform the experience for customers, secure the future for our people, and maximise the benefit for Britain’s communities and economy.’</p>

	<p>A summary of the research findings was provided along with a draft proposal for a strategy, narrative and delivery plan. The Board supported further work on the proposed direction of travel.</p> <p>Alistair Gordon requested to have a session with Edward or someone from the team to go through the data and understand the research in more detail.</p>		
1704.03	<i>A paper setting out the Reputation Campaign proposals in more detail to be presented to the next meeting.</i>	<i>Edward Welsh</i>	<i>June meeting</i>
1704.04	<i>Edward to take Alistair and any other interested Board members through the Reputation campaign data in more detail.</i>	<i>Edward Welsh</i>	<i>June meeting</i>

<b>Item No.</b>	<b>AOB</b>
<b>6</b>	No items were raised.

**Next meeting:** 6 June 2017