

PAPER TO RDG BOARD

Meeting Date: 23 July 2019
Paper Title: Minutes from last meeting
Author: Deborah Lewis
Sponsor: Paul Plummer
Paper Date: 18 June 2019
Reference: Paper 1a

18 JUNE 2019

RDG OFFICES, 200 ALDERSGATE STREET, LONDON EC1A 4HD

ATTENDEE LIST

Attendees	Organisation
Chris Burchell	Arriva
Andrew Haines	Network Rail
Paul Plummer	RDG
Dominic Booth	Abellio
Steve Montgomery	First Group
Robin Gisby	DOHL
David Brown	Go-Ahead
Jeremy Long	MTR
Phil Whittingham	Virgin
Peter Strachan	Serco
Hans-Georg Werner	DB Cargo
Yasumitsu Tanaka	Mitsui
Andy Bagnall	RDG
Mark Gaynor	RDG
John Thomas	RDG
Deborah Lewis	RDG
Jac Starr	RDG
Leila Rahimzedah (item 3)	RDG
Richard Harper (item 6)	Steer
Mark Hopwood (items 6 & 7)	NTF
Dan Mann (item 6)	RDG

Apologies: Gordon Wakeford (RSG), Martin Griffiths (Stagecoach), Ernesto Sicilia (Trenitalia), Alistair Gordon (Keolis), Gary Long (Freightliner), Julian Drury (Trenitalia), Neil Micklethwaite (Stagecoach), Jo Kaye (Network Rail)

MINUTES OF LAST MEETING

Item No.	Approval of record
1	Chris Burchell welcomed everyone to the meeting. The minutes were accepted as a true and accurate record of the last meeting on 7 May 2019.

Item No.	RDG activity update
2	<p>Chair Report</p> <p>Chris Burchell confirmed that recruitment for Paul Plummer's successor as RDG CEO is progressing, and a shortlist expected soon. Board agreed to delegate appointment authority to a nomination committee (NomCo) that has been set up. It is hoped that the appointment will be made by end of July.</p> <p>Recognition was given of the industry's success in rolling out May's timetable changes, which was also publicly acknowledged by Transport Focus' CEO.</p> <p>CEO Report</p> <p>Paul Plummer updated Members on the RDG's continued engagement on Williams Review, including reiterating the importance of fares reform. There was discussion of some of the emerging thoughts from the Williams team, which is having a series of bilateral discussions with Members. It was agreed that one of the biggest challenges is how to achieve effective localism in England; the lack of a clear answer means any independent central body would need to be significant in its authority and reach. There was agreement that the industry should continue to focus on what it can improve and reform in the short term – primarily punctuality - rather than wait for Williams' recommendations or any government action on the back of them.</p>

Item No.	RDG activity update
2	<p>Jac Starr updated Members on three live topics arising from CEO Report:</p> <ul style="list-style-type: none">○ January '15 fares dispute – The Claim Board has rejected TfL's latest offer; members of the board will meet again in two weeks to discuss next steps.○ Football on rail – At a meeting of the steering group on 17 June, DfT confirmed it would be willing to underwrite some of the cost incurred if TOCs were to go ahead with its request of allowing flexible ticket conditions including the removal of admin fees for changing tickets, for Premier League fans travelling to and from matches. RDG's CPC will now develop more detail around that proposition.○ Third Party Retailers – Following discussion at 5 June Customer Board, RDG is setting up an independent working group attended by the TPRA, DfT, ORR and TF as well as potentially others, to create a forum where TPRs can escalate any concerns they have, and other key strategic issues such as split ticketing can be discussed. <p>Andrew Haines (AH) updated members on Network Rail's 'Putting Passengers First', the first phase of which will go live on 24 June. Recruitment of new Route Directors is ongoing as per schedule. From 27 June, authority will be delegated to Regions to manage a number of issues include Schedule 8 and customer claims. AH will write to all Board members and Regional MDs will write to TOC MDs, to update them. Nick King takes up post on 15 July; Paul McMahon will cover the role until then.</p>

Item No.	Tomorrow's Railway portfolio		
3	<p>Leila Rahimzedah briefed Members on the three key areas HR Directors (HRDs) have identified to focus on in progressing the industry's People Plan: diversity; skills and leadership. Underpinning them all will be improved customer service and industry value for money. The HRDs are clear that they would like to own the agenda to drive it forward at industry level, coordinating the activity ongoing in separate TOCs/FOCs/NR, and engaging with government. There was agreement that diversity in particular needs to be taken forward, to demonstrate how the industry is proactively working to improve workforce diversity rather than responding to government pressure. Members discussed the related issue of continuing IR challenges facing the industry, seen in SWR strikes. Board agreed its support for HRDs to have mandate to progress, but requested that the work also considers IR and pensions; Members asked for updates to be given at July and September RDG Boards.</p>		
1906.01	HRDs to develop strategy & include pensions and IR, and provide update to July and September Boards	HRD Group	September Board mtg

Item No.	Today's Railway portfolio		
4	<p>There was discussion and agreement of the importance of industry – particularly duty holders – owning and informing the Leading Health & Safety on Britain's Railway strategy. RSSB has proposed that governance of the Industry Health & Safety Meeting (IHSM) shifts to chart to RSSB, which would mean RSSB would also have full accountability for the strategy. Members agreed that RSSB does a good job of facilitating management of the strategy and that should continue, but IHSM should own the actual content and direction. PP will write formally to RSSB setting out the view of the Board.</p>		
1906.02	PP to write to RSSB setting out view of Board	Paul Plummer	End June

Item No.			
5	Regarding feedback given in the 2019 RDG Member Survey , PP flagged the wide range of views expressed, presenting RDG with challenging inconsistency in terms of what its priorities should be. The feedback will be discussed at each of the RDG strategic boards, but Members agreed to have individual bilateral discussions with PP, recognising that the time is right to assess and review RDG's purpose and focused activity, in the context of wider industry change on the horizon. There will then be another collective discussion.		
1906.03	PP to have bilateral discussions with Members followed by a workshop/collective session on member survey feedback.	Paul Plummer/All	Ongoing

Item No.	Today's Railway portfolio		
6 & 7	<p>Richard Harper from Steer briefed Board on the proposed Network Performance Board (NPB), to replace NTF. RH went through NPB's principles & enablers to success; desired activities; governance options; and required resourcing. There was discussion of size and seniority of membership of NPB, which will be explored further at a workshop on 20 June; Susie Homan will be lead for RDG.</p> <p>It was noted that the NPB will not be 'directing' TOCs and NR to make changes; its authority will come partly from Board mandate but moreover from how it performs in helping to steer TOCs/NR to better performance. Key will be ensuring there is greater accountability among operators and Routes/Regions.</p> <p>It was recognised that it is difficult to predict how much performance may improve as a result, but it is vital to make concerted efforts to drive improvement for passengers. Members broadly gave their support for the proposal, and asked for more detail to be provided in final proposition for July Board, on resourcing; how the proposed new approach would be experienced by TOCs/FOCs at a local level; and clarity on transition time. Board also approved a request to fund a further phase of performance strategy reviews with all TOCs and Routes, with agreement to also include freight.</p>		
1906.04	More detail to be developed in final NPB proposition, on resource; local application of new approach; and clarity on transition time	Paul Plummer	July meeting