

PAPER TO RDG BOARD

Meeting Date: 26 September 2019

Paper Title: Minutes from last meeting

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Sponsor: Paul Plummer

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Reference: Paper 1a

26 SEPTEMBER 2019

RDG OFFICES, 200 ALDERSGATE STREET, LONDON EC1A 4HD

ATTENDEE LIST

Attendees	Organisation
Chris Burchell	Arriva
Jo Kaye	Network Rail
Paul Plummer	RDG
Dominic Booth	Abellio
Hugh Clancy	First Group
Robin Gisby	DOHL
David Brown	Go-Ahead
Phil Whittingham	Virgin
Peter Strachan	Serco
Neil Micklethwaite	Stagecoach
Andy Bagnall	RDG
Susie Homan	RDG
John Thomas	RDG
Deborah Lewis	RDG
Ola Ogun	RDG
Richard Harper (item 4)	Steer

Apologies: Gordon Wakeford (RSG), Martin Griffiths (Stagecoach), Ernesto Sicilia (Trenitalia), Alistair Gordon (Keolis), Gary Long (Freightliner), Jeremy Long (MTR), Yasumitsu Tanaka (Mitsui), Andrew Haines (Network Rail)

Minutes of LAST Meeting

Item No.	Approval of record
1	<p>Chris Burchell welcomed everyone to the meeting. The minutes were accepted as a true and accurate record of the last meeting on 18 June 2019.</p> <p>Regarding previous Board actions:</p> <ul style="list-style-type: none">- PP confirmed that HRDs will further develop the People Plan and provide an update to September Board; RDG will seek to schedule the next Rail Minister workforce roundtable for after that Board discussion.- Bilateral discussions on RDG Member Survey results continue with Board members and their reports, to return for further discussion at RDG Board once completed.

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 on track, with second interviews planned for early August. .</p> <p>CEO Report</p> <p>PP noted the recent tragic fatalities at Port Talbot and the impact the incident has had on staff. JK updated Board on the three concurrent investigations ongoing, by BTP, RAIB and NR. An interim statement from the NR investigation could be issued by end July. To address concerns about near misses, NR has set up a task force looking at alternative ways of lineside working, the findings of which will be shared with RDG Board. JK confirmed NR has engaged with RMT, TSSA and Unite, but not specifically ASLEF. She expressed thanks for the support from industry colleagues since the incident.</p>

Item No.	Tomorrow's Railway portfolio		
3	<p>Mark Thurston (MT) updated Members on latest progress for HS2. Phase 1 is well underway, and royal assent for phase 2A is expected by early 2020. The benefits HS2 can bring to the North has helped to shift the media narrative recently, following a period of negative press. HS2 also remains a high profile issue politically, and will be a key issue for the incoming Transport Secretary. Board agreed to give support through an agreed joint narrative on HS2 and its clear benefits to the wider network and GB economy. Specifically, Members can help counter the claim that HS2 funding should instead be invested in the existing railway, by being clear on the social cost of that i.e. huge amounts of disruption to passengers. The narrative should make clear that a balance of investment is needed in both HS2 and the existing railway. Regarding HS2 ticketing, MT confirmed work has focused largely on customer experience and personalisation, and underlined the need for private operators to bring commercial nous to ensure innovation in this space. Members agreed MT can highlight that point to Keith Williams, in context of a progressive future railway.</p>		
1907.01	RDG comms team to work with HS2 on agreed joint industry narrative	RDG Comms team	September meeting

Item No.	Today's Railway portfolio		
4	<p>There was extensive discussion of final proposals for a Network Performance Board (NPB) to replace NTF. There was broad agreement that the NPB should: begin as a small, senior group with an independent Chair; take a national view but with clear line of sight to NR's Regional Boards to be able to add value locally; offer best practice and oversight and ensure clear accountability for improved punctuality, but not 'manage' performance; adopt a flexible approach so local teams can be left to deliver improvements; avoid bureaucracy as far as possible; and provide leadership for the industry in behaviour change. Measurements of success will include better behaviours and industry communication as well as improved performance. Members agreed on the need to get started now, rather than trying to iron out every potential wrinkle. PP will write to all Members with specific asks around nominations for Chair and boards. JK will arrange for relevant NR personnel to work with RDG on the Regional Boards proposal, which will be circulated to members. A kick off meeting will be planned for early autumn.</p>		
1907.02	JK to arrange for relevant NR personnel to work with RDG on the Regional Boards proposal, which will be circulated to members	Jo Kaye	Mid August
1907.03	PP to write to each Member with specific asks needed for NPB to get established	Paul Plummer	End July

Item No.	Industry Reform & Communications portfolios
5 & 6	<p>It was debated whether RDG should submit further detail to the Williams Review, summarising the multiple strands of work the industry is doing to deliver rail reform now and in the short term, such as new fleets and digital ticketing, and longer term initiatives such as people strategy. Members agreed that considering the scale of changes Keith Williams is likely to recommend, it is more appropriate to incorporate into the 'Big Plan. Big Changes' narrative pillars ('changing now' and 'fixing for the future') rather than make an official submission.</p> <p>Andy Bagnall summarised progress on the strategy to date, which is starting to gain traction in shaping debate about the future of rail, as seen in the language used in Keith Williams' recent speech. A 'Big Plan. Big Changes.' communications toolkit has been sent to all TOCs and NR Routes; Members noted the more coordinated and professional approach of the strategy and agreed to support in encouraging use of the toolkit materials to help amplify messages around improvements.</p>

Item No.	Organisational Capability portfolio
7 & 8 & 9	<p>In the interests of clarity and transparency, PP summarised the rules around RDG membership and participation at RDG Board and subsidiary Strategic Board meetings, and policy around exiting full members of RDG, whereby they can be invited to attend Reform Board as a non-voting observer for a transitional period. This will apply to Stagecoach after the handover of East Midlands franchise to Abellio in August 2019. Members noted the arrangements.</p> <p>Ola Ogun summarised latest progress on the RDG Activities Re-Prioritisation exercise currently underway. It aligns with financial forecasting in that while RDG is currently on track to meet its budget, recent agreed work streams will mean that is unlikely to continue. RDG is therefore doing a bottom-up review of all its work and will consult with members in the coming weeks to ensure it is all adding value, before returning to Board in September. Members agreed on the need for good engagement on the issue.</p> <p>The RDG Ltd Statutory Accounts were approved. It was agreed that RDG will seek different auditors in 2020/21.</p>

Item No.	AOB
10	<p>PP recognised that this would very likely be the last RDG Board Stagecoach would attend, and thanked NM for the valuable contribution the group has made over the years.</p>