

PAPER TO RDG BOARD

Meeting Date: 7 November 2019
Paper Title: Minutes from last meeting
Author: Deborah Lewis
Sponsor: Paul Plummer
Paper Date: 26 September 2019
Reference: Paper 1a

26 SEPTEMBER 2019

RDG OFFICES, 200 ALDERSGATE STREET, LONDON EC1A 4HD

ATTENDEE LIST

Attendees	Organisation
Chris Burchell	Arriva
Andrew Haines	Network Rail
Paul Plummer	RDG
Jo Kaye	Network Rail
Julian Edwards	Abellio
Steve Montgomery	First Group
Robin Gisby	DOHL
Julian Drury	Trenitalia
David Brown	Go-Ahead
Alistair Gordon	Keolis
Yasumitsu Tanaka	Mitsui
Jeremy Long	MTR
Hans-Georg Werner	DB Cargo
Andy Bagnall	RDG
John Thomas	RDG
Deborah Lewis	RDG
Susie Homan (item 5)	RDG
Leila Rahimzadeh (item 4)	RDG
Kirsty Derry (item 4)	EMR/HRD Group Chair

Apologies: Philip Hoare (RSG), Ernesto Sicilia (Trenitalia), Gary Long (Freightliner), Phil Whittingham (Virgin), Peter Strachan (Serco)

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 23 July 2019. All actions are closed.

Item No.	RDG activity update			
2	<p>Chair Report</p> <p>Chris Burchell thanked Paul Plummer (PP) for agreeing to Board’s request to stay in post as RDG CEO for up to another year.</p> <p>Deputy Chair Report</p> <p>Andrew Haines provided a latest update on NR’s Putting Passengers First change programme. Local delivery is now delegated to the new Routes which were stood up on 16 September. The next phase will begin in November when IP, track and signalling renewals, among other things will be devolved to the Regions. The third phase will take place later than initially planned. NR will repeat the listening exercise it undertook last year to find out how the changes are received by stakeholders; AH or a member of his leadership team will seek 1-1 meetings with OG Members and other key stakeholders.</p> <p>CEO Report</p> <p>There was discussion of ticketing and fares propositions being developed by leading third party retailers. RDG continues to engage with government about the potential impact of different propositions, and Customer Board is convening on 27 September to discuss further. Members requested a summary note of the 27 September discussion and it was agreed to send a letter to government setting out the industry’s views. PP flagged that Customer Board has proposed to DfT that it provides 50% funding for fares modelling work as key part of fares reform. We have yet to hear but work will continue regardless.</p> <p>PP updated Members that RDG’s engagement plan for Conservative party conference had changed in light of current political upheaval. RDG’s fringe event will go ahead with the Rail Minister and others, but the dinner will not as politicians are returning to London. PP noted that the need to reduce carbon is now a key part of conference narrative. Political developments have also meant the letter expected this week from DfT regarding pensions, is now expected in coming weeks instead.</p>			
1909.01	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 65%;">RDG to provide Members with summary note of Customer Board discussion</td> <td style="width: 15%; text-align: center;">Jac Starr</td> <td style="width: 20%; text-align: center;">28 September</td> </tr> </table>	RDG to provide Members with summary note of Customer Board discussion	Jac Starr	28 September
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Item No.	People Strategy		
3a & 3b	<p>Kirsty Derry, Chair of the RDG HR Directors Group (HRDG), joined to update Members on the emerging People Strategy for the industry. RDG Board gave the HRDG mandate to develop a cross-industry approach to tackling key challenges earlier this year. 'Building the capability to deliver change' sets out a proposed strategic approach in relation to four priority areas: diversity & inclusion (D&I); skills; leadership; and employee engagement. Members agreed that the good employee engagement work seen locally in TOCs and Routes needs to transpose to the national level. KD highlighted that on the latter, it is crucial that the industry sets out a clear and compelling long term vision of what a future railway looks like for its people. The sector's approach to recruitment is also key area to explore. Members discussed the value of approaching engagement with trades unions in a different way. It was agreed that for the strategy to succeed, the wider industry needs to also be sighted on and be supportive of it, particularly TOC MDs. There is much good work being done by individual TOCs, in both D&I and employee engagement, which should be showcased more. KD stressed that the HRDG is committed to working collaboratively on finding the right way forward, helping and challenging each other to find what good actually looks like. Board gave its strong support for the proposed strategy, and asked that any agreed objectives are clear and time bound so the industry can see what is working. An update will be provided at November RDG Board.</p> <p>In a related update, Andrew Haines briefed Members on the cross-industry leadership programme Network Rail is proposing. The 'Connected Leaders' pilot is largely in response to the dwindling numbers of colleagues in the industry that have thorough operational knowledge and experience. NR has worked with NSAR to put the plan together, which would see a cadre of approx 500 leaders (such as TOC MDs and their direct reports, and those at similar level from FOCs, NR, supply chain etc) who are able to think through and drive systemic improvement across the sector. They would be given support and training in managing real cross-industry challenge. Members agreed that softer skills should also be included in the training programme, and the cohorts should be diverse. Board gave enthusiastic support for the plan, and requested that it avoids becoming too bureaucratic. Members will share nominations with RDG, for colleagues to take part, ahead of pilot launch in March.</p>		
1909.02	People Strategy update for next RDG Board	Kirsty Derry/Leila Rahimzadeh	November

Item No.	Cross Industry Crisis Command & Control		
4a & 4b	<p>Andy Bagnall summarised the cross-industry Crisis Command Framework that has been developed by RDG working closely with NR. It builds on NR's existing operational crisis management processes; the additional elements are about commercial and communications decision-making. The framework includes that CPC would take commercial decisions at a certain level (as seen in the rail's response to the collapse of Thomas Cook), but anything bigger would escalate to the Joint Executive Oversight Committee (JEOT) whose membership would vary depending on the scale of the crisis. The Comms cell is the other new element. Members discussed the value of having both JEOT and STOG. There is a rolling on call rota for designated STOGs to allow constant availability while JEOT is a looser structure. Next steps will involve AB reassessing how they integrate, and it was agreed that STOGs should be informed of any changes. Members supported the framework changes overall, and asked for RDG to provide a list of potential commercial decisions that could be needed to allow teams to rehearse them.</p> <p>John Thomas provided an update on the industry's preparation for no-deal Brexit. Extensive work and regular discussions continue with OGs, TOCs, FOCs, NR and DfT, to be clear on latest position on risks and mitigations. JT stressed that the work is based on information and assumptions coming from government, and events could unfold not as predicted. It was confirmed that the crisis command framework will help the industry to be agile in its response. For instance, government advice is that to be fuel shortages is not sought to be anticipated caused by supply problems, however Members agreed that panic buying could cause a shortage. Member groups including IPEG, TOC MDs and Freight Board, are receiving weekly updates. A second desktop exercise of the crisis command framework has taken place with Network Rail and another is planned, which DfT will also join. Board thanked JT and colleagues for the ongoing work and coordination, and agreed to encourage all Routes and TOCs to engage effectively, not just those in the most impacted areas.</p>		
1909.03	AB to look at how JEOT and STOG integrate, and provide Board with a list of potential commercial decisions that can be rehearsed	Andy Bagnall	November

Item No.	Network Performance Board
5	<p>Latest work to establish the Network Performance Board (NPB) and Regional Performance Boards (RPBs), was discussed. Susie Homan updated that NPB independent chair Nick Donovan (ND) took up post on 4 September and is currently meeting all NPB nominees individually ahead of the first meeting in October, a key focus of which will be on the right behaviours needed for NPB to be effective. Dirk Nolte is now the confirmed freight representative. SH thanked Members for providing nominations for the RPBs. There was wide discussion about how the latter would work, and how they will differ from Route Boards. SH explained that RPBs will look at both local issues and how to embed strategy and advice coming from NPB. It was agreed that while RDG has provided terms of reference for RPBs, they are there as a guide only to start the discussion and to allow flexibility for the individual regions; key to RPBs' success will be the ability to be flexible according to local Route and TOC needs, and some may decide not to have ToRs. It was noted that NPB should be a body that is both challenged by others, and can hold RPBs and other parts of the industry to account, as well as providing support to RPBs; more work will be done to flesh that out. Members agreed devolved administrations should be invited to RPBs. Support was given to the proposal for ND, SH and Nick King to attend Performance Delivery Group going forward.</p>

Item No.	RDG Member Survey feedback
6	<p>There was lengthy constructive debate about the feedback so far received by RDG on the back of the Member Survey. PP highlighted some key themes, around simpler governance; clarity around RDG's role and number of priorities; and the importance of thought leadership in that role. PP said Strategic Boards can and are already reviewing their subgroups, and the wider work to prioritise all RDG activity through a bottom up review will help to clarify what members think we should focus on, or stop doing. Behaviours of both RDG colleagues and those in member organisations are also an area of concern for some, namely a lack of constructive collaboration which applies more widely across industry. Members recognised the challenge RDG faces in seeking consensus among a diverse membership. Board agreed that as the most senior governing group, they should take more ownership of addressing any problems they identify. It was noted that there is invariably a disconnect between issues discussed at top level in TOCs, and issues discussed by RDG Board. Members agreed on the opportunity to revise RDG governance to ensure there are not too many member groups; that there is clarity over what they are all there to do; and that those not adding value are stopped – resulting in RDG 'doing less better'. All would like to see a smaller number of priorities, and for Board to tackle more difficult issues collaboratively, with more decisions and tangible end results. A further discussion will take place in November, once results of the prioritisation review are known and next year's budget will be considered.</p>