

## PAPER TO RDG BOARD

**Meeting Date:** 17 December 2019  
**Paper Title:** Minutes from last meeting  
**Author:** Deborah Lewis  
**Sponsor:** Paul Plummer  
**Paper Date:** 07 November 2019  
**Reference:** Paper 1a

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**07 NOVEMBER 2019**

**RDG OFFICES, 200 ALDERSGATE STREET, LONDON EC1A 4HD**

### ATTENDEE LIST

Chris Burchell	Arriva
Andrew Haines	Network Rail
Paul Plummer	RDG
Jo Kaye	Network Rail
Steve Montgomery	First Group
Alistair Gordon	Keolis
Richard Clarke	DB Cargo
David Statham	Go-Ahead
Jeremy Long	MTR
Dominic Booth	Abellio
Julian Drury	Trenitalia
Yasumitsu Tanaka	Mitsui
Andy Bagnall	RDG
Simon Moorhead (Item 4)	RDG
Nick King (Item 5)	Network Rail
John Larkinson (Item 5)	ORR
Stephanie Tobyn (Item 5)	ORR
Richard Phillips (Item 5)	Winder Phillips Associates
Susie Homan (Item 5)	RDG
Jac Starr	RDG
Ola Ogun (Item 6)	RDG
Deborah Lewis	RDG

**Apologies:** Philip Hoare (Atkins – RSG); Ernesto Sicilia (Trenitalia); Mark Thurston (HS2); David Brown (Go Ahead); Peter Strachan (Serco); Robin Gisby (DOHL); Hans-Georg Werner (DB Cargo); Phil Whittingam (Virgin)

## MINUTES OF LAST MEETING

Item No.	Approval of record
1	Chris Burchell (CB) welcomed everyone to the meeting and noted late apologies from Peter Strachan, Robin Gisby and Phil Whittingham. CB asked the minutes to be altered to reflect the industry-wide design and objectives of the 'Connected Leaders' pilot, but otherwise the minutes were accepted as a true and accurate record of the last meeting on 26 September 2019. All actions are closed.

Item No.	RDG activity update
2	<p><b>Chair Report</b> CB updated Board on his attendance at recent BTP/A events, including one on counter terrorism at which CB raised Members' concerns about counter terrorism funding. CB also thanked Jo Kaye for her consistent and valuable support and leadership during her time on RDG Board.</p> <p><b>Deputy Chair Report</b> Andrew Haines (AH) flagged concerns recently raised by supply chain regarding a reduction in business. AH will share a note to Members summarising NR's position.</p> <p><b>CEO Report</b> Paul Plummer (PP) noted that RDG increasingly describes its activities within a framework of three pillars: trade body; service delivery; and corporate services to support both. That framework is helping to inform RDG's review of all its activity to ensure it can 'do less, better' as per Members' feedback. He highlighted the need for a longer term railway vision, and in that context asked for Board's continued support for HR Directors in further developing the people strategy. PP also asked for those TOCs still outstanding to sign up to the Driver Academy scheme; and for all owning groups to send nominations for the 'Connected Leaders' pilot.</p> <p>Andy Bagnall summarised RDG's planned comms approach ahead of the general election. The fares rise announcement in late November and December timetable change will mean some low-key proactive and potentially robust reactive media activity may be necessary. RDG is working on scenario planning for various election outcomes. Coverage of upcoming industrial action will also be monitored.</p> <p>Jac Starr (JS) provided an update on split ticketing. The Trainline (TTL) has resolved the issue of impact on NRS and is due to go ahead with a split ticketing app w/c 11 November. RDG continues to engage with TTL regarding its planned comms and management. JS confirmed Virgin Trains has submitted its TPR licence application; if approved, an interim licence will be granted during accreditation ahead of full licence (if approved) in early 2020. There was discussion around current rules for changes made so close to end of franchise. Re Ombudsman, JS confirmed that the onboarding of remaining TOCs has been paused pending conclusive discussions with the Ombudsman provider.</p>
1911.01	AH to circulate note regarding supply chain
1911.02	AB to circulate agreed media lines and tactics re fares to RDG Board as well as comms colleagues

<b>Item No.</b>	<b>Williams Review</b>
<b>3</b>	<p>Regarding Williams Review, purdah means that publication will be pushed to mid-January earliest, and that all formal engagement and events have stopped. DfT remains keen to keep in contact with the industry however, to develop detail for its White Paper and seek advice on implementing change. RDG has been clear on industry's consensus on the need for a rail body; and the importance of contractual reform. PP asked Members to continue to be clear in any bilateral engagement, on their views on two things in particular: the relationship between a new rail body and routes/regions/operators (right behaviours will be key); and on the need for different contracts for different parts of the network. AH said Keith Williams is clear on the need for the right mix of people and skills for new structure; and the need for fares reform to build customer trust. Members discussed the importance of bolstering the fares reform business case for HMT.</p>

<b>Item No.</b>	<b>Customer Update</b>
<b>4</b>	<p>JS gave an update on the numerous services and products now provided to members, suppliers and customers by RDG through the Service Delivery pillar. The 205-strong team manages 24 Schemes, many of which date back to 1995 so are being tested to see if they are delivering effectively. Current stability across BAU activity allows the opportunity to review all work with a view to being leaner and able to focus on two strategic priorities: fares reform and a digital fares and ticketing platform. RDG CIO Simon Moorhead briefed Board on emerging plans for the platform – a new fares and ticketing model that would enable RDG's fares reform proposals to be executed quickly. Key components include smart ticketing, settlement, and harnessing data, with ease of use and greater trust for the customer as primary objectives. RDG is in a good position to facilitate - strong governance is a key factor in any successful platform. A proposal has been sent to DfT - who initially asked RDG to do exploratory work - including a request for discovery work funding. Board supported the concept but agreed that timing will be key.</p>

<b>Item No.</b>	<b>Customer Information</b>
<b>5</b>	<p>John Larkinson (JL) &amp; Stephanie Tobyn (ST) from ORR, and Richard Phillips from Winder Phillips Associates (WPA) joined the meeting for a discussion on customer information, particularly during disruption. JL &amp; ST explained that ORR had asked WPA to undertake research into customer information and make recommendations as to how a more systemic approach could help. The research (Jan-March) showed a fragmented picture. WPA's report combines a customer centric approach with operational knowledge, suggesting how the industry can work together differently. Members welcomed the ORR's collaborative approach and agreed on the need for more transparent joint working across TOCs and NR, which will be helped by Susie Homan and Nick King acting as joint sponsors. The industry has tried to tackle this issue repeatedly but with limited success; lessons can be learned to help this new approach to shift the dial. ORR will write a letter to members formally inviting joint working and noting the progress already made since WPA's research; and will fund WPA to develop the model further.</p>

Item No.	RDG Budget & Prioritisation / Updated Articles of Association
6 & 7	<p>Board noted an update from Ola Ogun (OO) regarding RDG's work to assess all its activities alongside the budget and business planning process. The BAU activities review is complete and is informing business planning with the aim of doing less, better. OO is engaging with members' FDs bilaterally, and will return with a more developed proposal at the next Board meeting.</p> <p>Members approved the updated Articles of Association.</p>

Item No.	AOB
8	<p>AH highlighted the need for industry to be fully aware of December timetable change risks, as there continues to be some late changes. Members agreed on the need for visibility, including for ministers.</p>

END OF PAPER