

PAPER TO RDG BOARD

Meeting Date: 15 December 2020
Paper Title: Minutes from last meeting
Author: Deborah Lewis
Sponsor: Jac Starr
Paper Date: 06 November 2020
Reference: Paper 2a

DATE OF LAST MEETING 03 NOVEMBER 2020 BY VIDEO CONFERENCE

Attendees	Organisation
Steve Montgomery	First Group
Paul Plummer	RDG
Andrew Haines	Network Rail
Paul McMahon	Network Rail
David Brown	Go Ahead
David Statham	Go Ahead
Peter Strachan	Serco
Mark Thurston	HS2
Dominic Booth	Abellio
Ben Ackroyd	Trenitalia
Yasumitsu Tanaka	Mitsui
Andrea Rossi	DB Cargo
Robin Gisby	DOHL
Anna Ince	RSG
Jac Starr	RDG
Deborah Lewis	RDG
Andy Bagnall	RDG
Ola Ogun	RDG
Susie Homan	RDG
John Thomas	RDG

Apologies: Philip Hoare (RSG); Ernesto Sicilia (Trenitalia); Alistair Gordon (Keolis)

MINUTES OF LAST MEETING

Item No.	Approval of record
1	<p>In his first meeting as Chair, Steve Montgomery (SM) welcomed everyone to the meeting. The minutes were accepted as a true and accurate record of the last meeting on 22 September 2020</p> <p>SM emphasised the need for Board to provide leadership and work together across the industry during these challenging times.</p>

Item No.	RDG activity update
2	<p>As Deputy Chair, Andrew Haines (AH) advised that DfT has halted its regular meetings on reform, and the second lockdown means a white paper will not be possible before Christmas. AH suggested a collective response on reform is an opportunity to show industry capability to DfT and HMT. AH provided a brief overview of the Comprehensive Spending Review.</p> <p>On behalf of the Rail Supply Group (RSG), Anna Ince provided a candid update on challenges faced by the supply chain. The RSG will undertake a second survey of supply chain businesses, to establish what has changed since the first survey in spring.</p> <p>Ahead of Paul Plummer's (PP) CEO update, SM commended and thanked PP for his work over the last five years, which was echoed by the Board. PP updated Members on the 2 November roundtable with the Secretary of State and upcoming meetings with the Minister on Covid-19 response and timetabling and highlighted the importance of continued engagement.</p> <p>Paul McMahon (PM) provided an update on the ongoing timetabling work, following the second national lockdown and discussion at 2 November JEOT. There are various discussions taking place across the industry, and the proposal is to implement the December timetable which will be in place for one calendar year, but regional TOC changes can be implemented every 12 weeks to reflect cost and demand. Board discussed the proposals, acknowledging the need for agility in the outcome; the impact on the supply chain; and doing what is best for the industry. PP noted the need for a top level framework to be established to ensure consistency, but it would be owned locally; PM to continue to work closely with TOCs on changes. Members acknowledged the need to be alert to the impact of potential increases in rest day working and overtime and seek to minimise where possible for May 2021.</p>

Item No.	HS2
3	<p>Mark Thurston (MT) updated the Board on recent highlights from phase one, which included Boris Johnson visiting the site for a formal 'start of construction' event; interchange stations planning approval; and M42 bridge lift. MT outlined the timeline for phase 2, which is dependent on royal assent, to move from a development to a delivery project. He also updated on plans for Euston as an integrated campus, involving work with both NR and First/Trenitalia.</p>

Item No.	Rejuvenating retail		
4	<p>Jac Starr (JS) outlined the development of the customer proposition and talked through the principles upon which it is constructed. It will be expressed in the form of a customer journey, with detailed success measures and deliverables. JS outlined the work of an advisory group set up to look at retailing; to champion an overall ambition; and define the tactical steps for delivery. JS represents RDG, other members include Vernon Everitt and Tony Poulter.</p> <p>The KPMG-commissioned business case on flexi ticketing will be ready in approximately two weeks. There have been informal discussions with HMT on the modelling used in the business case. Board discussed whether flexi-seasons will be achievable by January, agreeing it is a crucial and critical product for the industry to support recovery. JS advised additional work is required by some operators for a January launch, and Members took the view that this was a priority.</p> <p>AH provided an overview of the Rail Revenue Recovery Group (RRRG), which has been tasked in the short term, to look at growing rail revenue. The group will develop plans for the industry, working collaboratively over the next 3-6 months, and needs to be populated with OG people who have the right experience and expertise of growing rail revenue. All decision making will sit with DfT, but the group offers an opportunity to shape future retailing.</p>		
2011.01	RDG to provide background information on Hendy Review	Jac Starr	November
2011.02	Members to follow up with AH or Rufus Boyd for further information on the RRRG and OG nominees to join it	Members	November

Item No.	Rail reform		
5	<p>Andy Bagnall (AB) summarised key points from SoS roundtable including the confirmed need for private sector involvement and a guiding mind; and the stated wish/need to have the operator voice included in rail reform discussions. AH confirmed he supports the latter.</p> <p>AB provided a brief summary of recent engagement with DfT, HMT, parliamentarians and the Transport Select Committee (TSC). RDG is supporting members in preparation for a TSC hearing on the impact of Covid-19 on the transport industry. In addition, RDG is preparing a series of supplementary policy papers, which will go into further detail on issues including ticketing and role of the private sector, to be submitted to DfT.</p>		
2011.03	RDG to assess the best approach to publication of policy papers, factoring in the sensitivities of different stakeholders	Andy Bagnall	November

Item No.	RDG evolution and budget		
6	<p>PP advised the changes in leadership will take formal effect at the end of November and have been communicated to all staff and key stakeholders. The three pillars of the organisation - Advocacy and Change; Service Delivery; and Corporate Services - will all work under one umbrella governed by RDG Board.</p> <p>Ola Ogun provided a brief update on the budget. The shortfall in RDG funding, due to the decrease in passenger numbers, will be put directly through TOCs to DfT following approval from the Department. RDG is engaging with respective strategic board members on the budget and business plan for 2021/22, and this will return to the Board for information and approval in the coming months.</p>		