

PAPER TO RDG BOARD

Meeting Date: 09 February 2021
Paper Title: Minutes from last meeting
Author: Deborah Lewis
Sponsor: Jac Starr
Paper Date: 18 December 2020
Reference: Paper 2a

DATE OF LAST MEETING 15 DECEMBER 2020

BY VIDEO CONFERENCE

Attendees	Organisation
Steve Montgomery	First Group
Andrew Haines	Network Rail
Dominic Booth	Abellio
David Brown	Go Ahead
David Brown	Arriva
Robin Gisby	DOHL
Alistair Gordon	Keolis
Paul McMahon	Network Rail
Steve Murphy	MTR
Andrea Rossi	DB Cargo
Ernesto Sicilia	Trenitalia
Peter Strachan	Serco
Yasumitsu Tanaka	Mitsui
Anna Ince	RSG
Jac Starr	RDG
Deborah Lewis	RDG
Andy Bagnall	RDG
Ola Ogun	RDG
Susie Homan	RDG
John Thomas	RDG
Seb Gordon	RDG
Simon Moorhead	RDG
Neil Ovenden (Item 4)	RDG

Apologies: Philip Hoare (RSG); Mark Thurston (HS2)

MINUTES OF LAST MEETING

Item No.	Approval of record
1	The minutes were accepted as a true and accurate record of the last meeting on 03 November 2020.

Item No.	RDG activity update
2	<p>Chair Steve Montgomery (SM) welcomed Jac Starr (JS), Andy Bagnall (AB) and Ola Ogun (OO) into their new leadership roles at RDG. In his update SM noted:</p> <ul style="list-style-type: none">• The Rail Minister will meet with the Trade Unions to discuss how to work together.• The potential challenges of Christmas services, noting NR has worked hard to move engineering work where possible, but concerns remain re availability of staff. <p>As Deputy Chair, Andrew Haines (AH) echoed concerns over the Christmas travel period, advising the principal focus will be on 27 December. AH urged Members to provide DfT with any insight and intelligence of potential issues ahead of time, and to plan for any train crew shortages. Media coverage of any problems is highly likely. AH also advised that a Whole Industry Strategic Plan (WISP) update will be provided at every RDG Board going forward; and there are ongoing conversations with HM Treasury and devolved administrations in respect of the White Paper.</p> <p>On behalf of the Rail Supply Group (RSG), Anna Ince (AI) updated that the Act Now work to improve pipeline visibility for the supply chain is progressing well, as is work to simplify data access, which RDG's Data Council plays an important part in. The deadline for a pulse survey of supply chain firms may be extended to enable greater take up more comparable to the strong response to the Covid-19 survey in spring.</p> <p>As part of CEO update, JS briefed members on changes to RDG Executive, welcoming Simon Moorhead and Seb Gordon to the meeting. There are live conversations with DfT with regards to tiers and Covid-19 infection rates, and members will be kept updated. RDG is working hard to ensure continued alignment with emerging industry groups.</p>

Item No.	Project SPEED
3	<p>AH updated members on the eight key area workstreams of Project SPEED and the asks of the government. There are currently 13 projects going through SPEED.</p> <p>NR's Governance for Railway Investment Projects (GRIP) will end on 31 December and be replaced by Progressive Acceleration of Capital Expenditure (PACE) which will be rolled out in the new year. There will be a programme of training and engagement on the new process with the supply chain and operators.</p> <p>Board agreed on the importance of engaging with DfT to ensure processes remain expedient.</p>

Item No.	Various recent infrastructure access improvement initiatives
4	<p>Neil Ovenden (NO) summarised the proposed areas of future focus and recommendations of the RSG Draft Report on Railway Access Planning & Possessions. A meeting has now taken place with senior NR participation and RSG to discuss the report and there was agreement to carry out pilot projects in two regions and with a small number of Project SPEED projects during 2021.</p> <p>Board discussed how to measure the success of the pilots and it was agreed there needs to be bespoke criteria for each project. Collaboration, which is a key measure of ERMAs, will be paramount to any success. AI will provide verbal progress updates and NO will provide on demand, or as need, papers at future Board meetings and the Board agreed to provide ongoing support.</p>

Item No.	21st Century Customer Experience			
5	<p>JS outlined the direction of travel RDG will take on behalf of operators to define an end-to-end Customer Strategy. It will be transversal and feed into different governance groups and stakeholders, and will include insight from third party retailers, with continued liaison with NR and DfT. Board raised concerns about the potential of duplication and avoiding conflicting directions of travel. JS advised engagement will be coordinated to avoid overlap.</p>			
2012.01	<table border="1"> <tr> <td>JS to provide reassurance to the Board on the alignment of 21st century customer experience with other industry workstreams</td> <td>Jac Starr</td> <td>January</td> </tr> </table>	JS to provide reassurance to the Board on the alignment of 21st century customer experience with other industry workstreams	Jac Starr	January
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Item No.	People Strategy Board update		
6	<p>Susie Homan provided an update on the new People Strategy Board (PSB), which will report to RDG Board. It contains a mix of disciplines from across the industry and will be aligned to wider work on reform.</p> <p>The Board nominated Andrew Meadows as PSB Chair, noting he would be a good conduit from his role at RICF which will help ensure the groups are complementary, and that PSB maintains a strategic focus. Members agreed Andrew should have the necessary support to carry out his roles; SM asked for Members to come forward with experienced HR colleagues who could provide that support.</p> <p>The Board agreed that the PSB should convene from January 2021.</p>		
2012.02	Members to share names of nominated HR colleagues to support Andrew Meadows, with SM.	All	January

Item No.	RDG Business Plan 2021/22		
7	<p>OO outlined the FY22 budget, which has been split into costs and income, which aligns well with the separation of cost and revenue between DfT and HMT. There has been positive engagement with SAFC on the direction of the budget, and initial budget conversations have taken place with DfT and TfW. The budget will be presented to the Strategic Oversight Advisory Panel at DfT. The four strategic priorities of the business plan - core operations; recovery; reform; and transform (of RDG) - has received fairly broad support from the strategic boards.</p> <p>The business plan and budget will be brought back to RDG Board in February 2021 for approval.</p>		

Item No.	RDG Board Terms of Reference (ToR)		
8	<p>The Board approved the slightly revised RDG Board ToR. JS noted that the new leadership structure offers a chance to review and potentially reset how RDG approaches and manages business issues and encouraged Members to share any views on suggested changes.</p>		

Item No.	AOB		
9	<p>The ongoing issue around the Railway Pensions Scheme has seen a disagreement between the Trustee and the Pensions Regulator on the 2019 valuation. RDG has proposed a sustainable industry-wide framework. The next steering group is in January 2021 and RDG will keep members updated.</p>		