
PAPER TO RDG BOARD

Meeting Date: 23 March 2021
Paper Title: Minutes from last meeting
Author: Deborah Lewis
Sponsor: Jac Starr
Paper Date: 12 February 2021
Reference: Paper 2a

DATE OF LAST MEETING 09 FEBRUARY 2021 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
Sam Collins (Item 4)	RDG
Alex Hynes (Item 7)	Network Rail
Rufus Boyd (Item 7)	Network Rail

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

MINUTES OF LAST MEETING

Item No.	Approval of record
1	<p>The Board offered condolences to all those affected by the tragic incident near Surbiton on 09 February 2021.</p> <p>The minutes were accepted as a true and accurate record of the last meeting on 15 December 2020.</p> <p>Action 2012.02 was closed – Hilary Tysoe will support Andrew Meadows as PSB Chair, with SM.</p>

Item No.	RDG activity update		
2	<p>In his update, Steve Montgomery (SM) noted a Rail Recovery Group has been established to look at industry reform as a whole. Following up on feedback at RICF SM explained there had been a lot of discussion on face coverings and urged Members to provide reassurance that face masks given to front line staff are compliant with Public Health England.</p> <p>As Deputy Chair, Andrew Haines (AH) advised the Board there is a Project SPEED conference, which is open to members, on 26 February 2021.</p> <p>As part of the CEO update, Jac Starr (JS) asked members to reflect on the structure and content of the CEO report and provide feedback on whether it is helpful or could be reshaped.</p>		
2102.01	Members to reflect on CEO report and provide feedback to JS	All	March 2021

Item No.	Whole Industry Strategic Plan (WISP) Engagement		
3	<p>Mary Hewitt (MH) and Elaine Seagriff (ES) joined to provide an update on WISP. Since inception, the initial period focused on governance and data gathering, and the programme is now reaching a stage of content gathering. The project team has been expanded to include secondees from TOCs and MH provides a conduit to contacts and communities within RDG and operators.</p> <p>MH reflected on current capacity during the pandemic, acknowledging that while a longer-term strategy may not be a priority for many at present, it does need to be. Toolkits are being created to align messaging and help ensure the right people are engaged. This is a new way of working and the ask is to, provide resource in a secondment or advisory capacity where necessary.</p>		

	<p>As Chair of POG, Paul McMahon advised that membership has changed, and it is in a better position to support WISP. Following agreement at POG a Rolling Stock Strategy Group will be established. The ToR will need to ensure the correct level of input to ensure the desired outputs are achieved, and it needs to have direct links to the supply chain. The new RDG People Strategy Board, on which MH sits, will also provide a key forum for engagement.</p> <p>Board agreed WISP was an important issue to revisit. AH will continue to provide an update as part of his Deputy Chair's report, but a substantive item will be included every three meetings, which will provide an opportunity for input and to highlight concerns at an early stage.</p>		
2102.02	MH to share emerging thinking and remit with Board members	Mary Hewitt	March 2021

Item No.	RDG Business Plan and Budget 2021/22		
4	<p>Ola Ogun (OO) and Simon Moorhead (SMd) outlined the proposed 2021/22 Business Plan and budget for RDG. The Business Plan covers four strategic priorities; core operations; recovery; reform; and transformation of RDG. SMd illustrated further detail of Service Delivery costs, which account for two-thirds of RDG costs, and explained how it is driving industry retailing value. OO underlined that the Business Plan will remain agile.</p> <p>The RDG budget is split into core activity costs; financing costs; major programme costs (CBO & RARS); and external income. Lobbying activities are ring-fenced for next year. Further to RemCo discussions, there will be no cost of living rise or performance related pay rises for RDG staff this year and the budget should exclude c£300k relating to cost of living for next year. The budget represents a point in time and RDG will continue to monitor and scrutinise the cost base. Board approved the Business Plan for 2021/22, the full RDG budget for FY 2021/22 and the membership fees.</p>		
2021.03	OO to follow up with Andrea Rossi on freight levy costs	Ola Ogun	Complete
2021.04	Business Plan slides to be circulated to Members	Ola Ogun	

Item No.	Sexual Harassment on Rail
5	<p>Sam Collins (SC) presented an update on tackling unwanted sexual behaviour (USB) on Britain's railways. As background, SC outlined the Rail Minister request that RDG take responsibility for coordinating and leading the cross-industry initiative, following the publication of the Women and Equalities Committee review of the Sexual Harassment of Women and Girls in public places.</p> <p>USB is a nationwide problem, and the 'on train' environment can exacerbate how threatening it feels. It is prevalent on the rail network especially towards women. Women are modifying their behaviour to feel safe on trains and sometimes avoiding train travel altogether in order to feel safe. Incidents are continuing to be reported throughout the pandemic.</p> <p>RDG is developing a national public awareness campaign, to reassure passengers that the industry cares and is working to tackle USB. The campaign is being guided by the marketing team and will complement the wider industry recovery campaign to give people confidence to travel.</p> <p>RDG is building a suite of training and awareness materials for rail employees, noting the vital role that frontline staff can play, as seen in the support they now provide in suicide prevention. Longer term work will also focus on the wider station environment.</p> <p>The Board commended the work to date and agreed on the importance of the initiative. AH advised NR will join the steering group.</p>

Item No.	Health of the Supply Chain		
6	<p>Anna Ince (AI) outlined the high level results of the repeated Act Now supply chain survey. 399 companies responded by January 2021, compared with 442 companies who responded in May 2020. The results acknowledge supply chain health has improved since May, but there is still a lot of work to do. Cash flow remains the most important priority for ensuring short-term survival and pipeline visibility is the most important factor for medium/ long term success. AI acknowledged the agility of NR in paying the supply chain during the pandemic. The availability of labour and skills in both the short-term and long-term is increasingly important. The full report will be published in a few weeks.</p>		
2102.05	AI to send Andrew Haines and Ernesto Sicilia the full survey result report	Anna Ince	February 2021

Item No.	Rail Revenue Recovery Group (RRRG)		
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7	<p>Alex Hynes and Rufus Boyd provided their first RRRG update to the Board since its inception in Autumn 2020. It is an advisory group set up by the Rail Minister, with members from NR and TOCs/OGs, to look at the revenue deficit of £7bn. The group is developing a national plan for three stages: lockdown, exit period and post pandemic. The plan will complement TOCs' own initiatives to grow revenue and help accelerate the growth.</p> <p>During the discussion Members noted:</p> <ul style="list-style-type: none"> • The need to restore confidence in rail travel and give people a reason to travel. • The role of rail needs to be part of the national conversation and seen as a solution to economic challenge. • Progress on fares, ticketing and retail reform is imperative before welcoming passengers back. • Markets are not elastic and returning customers will have higher expectations and be less tolerant of failures. • The need to give DfT solutions to eliminate costs, such as paper timetables written into service agreements, in order to move towards modernisation. <p>The Board agreed for RRRG to return for a future update.</p>		
2102.06	AHy and RB to return to RDG Board with a data sharing proposal	AHy and RB	TBC

Item No.	Customer Strategy
8	The Board agreed to defer this agenda item to the March meeting.

Item No.	RDG Board membership
9	The Board agreed on changing Keolis' membership of both RDG and ATOC. Keolis will continue to attend RDG Board as a Participating Member, and on a similar non-voting basis attend strategic boards.