
PAPER TO RDG BOARD

Meeting Date: 03 November 2020

Paper Title: Minutes from last meeting

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Sponsor: Paul Plummer

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DATE OF LAST MEETING 22 SEPTEMBER 2020

BY VIDEO CONFERENCE

ATTENDEE LIST

Attendees	Organisation
Chris Burchell	Arriva
Paul Plummer	RDG
Andrew Haines	Network Rail
Paul McMahon	Network Rail
Steve Montgomery	First Group
David Statham	Go Ahead
Peter Strachan	Serco
Jeremy Long	MTR
Dominic Booth	Abellio
Ben Ackroyd	Trenitalia
Alistair Gordon	Keolis
Yasumitsu Tanaka	Mitsui
Andrea Rossi	DB Cargo
Jac Starr	RDG
Deborah Lewis	RDG
Andy Bagnall	RDG
Ola Ogun	RDG
Susie Homan	RDG
John Thomas	RDG
Phil Blythe (Item 3)	DfT
Neil Ovenden (Item 5)	RDG

Apologies: Mark Thurston (HS2); Gary Long (Freightliner); Philip Hoare (RSG); Anna Ince (RSG); David Brown (Go Ahead); Robin Gisby (DOHL); Ernesto Sicilia (Trenitalia); Julian Drury (Trenitalia)

MINUTES OF LAST MEETING

Item No.	Approval of record
1	<p>Chris Burchell (CB) welcomed everyone to the meeting. The minutes were accepted as a true and accurate record of the last meeting on 21 July 2020.</p> <p>CB paid tribute to the long standing commitment and significant contributions of Jeremy Long and Julian Drury, who are retiring this month. Both have demonstrated dedication and leadership in the roles held both as RDG Board members, and on key member groups on which they helped ensure RDG and wider industry keep a clear focus on the customer. Paul Plummer also thanked CB for his excellent support and leadership during his four-year term as RDG Chair, which comes to an end this month.</p>

Item No.	RDG activity update
2	<p>In his update as Chair, CB noted the significant moment this week's government announcement on ERMAAs represented, primarily as a prelude to fundamental rail reform, which the sector has been calling for. RDG and industry have a crucial role to play in delivering effective leadership against the new backdrop, and an opportunity to shape longer term reform at a systems level, particularly around the Whole Industry Strategic Plan (WISP) and closer track and train alignment. Mary Hewitt of Arriva has been designated to represent TOC views within WISP. Andrew Haines (AH) thanked Arriva and MH for joining the WISP team and urged Members to work with MH to ensure the TOC voice is heard and feeds into the plan, the focus of which needs to be wider than infrastructure. AH updated that he had briefed SoS on the WISP principles and his response was enthusiastic and supportive, recognising the value of a whole system proposition.</p> <p>As Deputy Chair, AH commended the quality of emergency care response to the Carmont tragedy, and credited RDG's continued diligence and commitment to Incident Care Teams as a key element of that response.</p> <p>Jac Starr (JS) supported AH's ask of Board to ensure the response to SoS on rejuvenating retail is a demonstrably ambitious proposition that shows how private sector can and want to add value in that space through expertise and experience. RDG's response to SoS is drafted to convey the sense of positive intent and appetite to grasp the opportunity for improved customer offer and experience; JS asked Members to stand behind the proposition and encourage their TOCs to do so. The next three months will be key in planning the activity; support will be needed from TOCs to put team together ahead of December.</p>

	<p>PP highlighted concerns raised by DfT about comments made in public re ERMAs, flexi-seasons etc. While some issues were already in the public domain, if the industry is to be included in key discussions with government, DfT perception that members cannot respect confidentiality boundaries needs to be changed.</p> <p>PP confirmed that he will realise his long held intention to retire from executive roles by end of 2020. Aligning with the emerging direction of reform, RDG has been establishing increasingly delineated pillars of Advocacy & Change (A&C), Service Delivery (SD) and Corporate Services. PP confirmed that his departure will mark a change in RDG executive leadership, to reflect the new internal structure. JS will become CEO of RDG, with continued direct accountability for SD; Andy Bagnall (AB) will become RDG Director General leading A&C, and John Thomas, Susie Homan and Robert Nisbet will remain in their roles, reporting into AB. There will be a slight change in funding, whereby there will be a ringfenced amount (TBA with SAFC) of OG funding to pay for lobbying activity on behalf of TOCs, rather than any taxpayer money via NR or TOCs under ERMAs. Communications will be sent to staff, members and stakeholders on 23/9/20 to that effect.</p>		
2009.01	JS to update RDG Board on 'rejuvenating retail' in November, to ensure it is effectively resourced	Jac Starr	November 2020

Item No.	COVID-19 transmission on public transport
3	<p>Phil Blythe, Chief Scientific Advisor for DfT, joined to brief Board on latest research into Covid-19 transmission, particularly on public transport. He talked through key issues including:</p> <ul style="list-style-type: none"> Challenge of understanding exactly how the virus transmits and level of risk on public transport - a general lack of pre-existing research or evidence into infection transmission on transport prefaced that difficulty to understand Covid impact. Difficulty in having confidence in limited Covid-specific evidence, and for virologists to make clear judgement. Each country uses similar evidence and governments make own judgement on risk on public transport. DfT is working with SAGE, HSE and EMG subgroup to understand it better. Current understanding of key considerations including routes of transmission (surface; droplet; aerosol) and key factors (viral load, duration of exposure). Surface contamination is a key risk.

	<ul style="list-style-type: none"> Increasing evidence of efficacy of face coverings; that fresh air ventilation makes a difference; and that sunlight destroys the virus quickly (looking at UV light impact). Distancing remains most effective measure; where not possible, face coverings and hygiene key. Contact tracing is critical for solid evidence but effective track and trace needs to be in place to attain that – DfT is working with NHS. Public messaging should remain, especially around hand washing/sterilisation and face coverings: public transport is as safe as it can be. Government recognises challenge for sector and is working to enable increased numbers to travel safely as soon as possible, by building up evidence through TRACK research programme. PB commended the pragmatic and proactive way rail has responded to Covid. <p>CB thanked PB for the valuable insight. Board agreed on the importance of ensuring continued safety for staff and customers, and identified the potential use of UV light as a measure as particularly key.</p>		
2009.02	Phil Blythe to speak to PHE regarding possibility of sending test kits to TOCs to help with improved contact tracing	Phil Blythe	October 2020

Item No.	COVID-19 – lessons learned
4	<p>Susie Homan (SH) sought views of Board on the industry's response to the Covid-19 crisis. Members agreed that overall it had been very good, with unprecedented levels of collaboration, and freight had also shown itself to be agile and adaptable. Dialogue with DfT had not been consistent, resulting in some cases in delays to key decisions e.g. face coverings. The commitment of and good engagement with rail employees throughout the crisis was also noted, aided by the transparent dialogue at RICF. The need for clear direction on ambition for the future was agreed, as was the need to focus efforts on attracting people back to the railway and overcoming the 'fear factor'.</p> <p>SH also updated Board on work to review RDG's internal crisis & command (C&C) structure, led by Deloitte. There was discussion of the value of an external consultant, but it was recognised that the C&C structure was set up by RDG in early 2019 primarily in preparation for Brexit to ensure a cross-industry response. It was deployed for Covid, and it is important to assess its effectiveness as it needs to be fit for purpose for different types of crises.</p>

Item No.	Infrastructure		
5	<p>APSCM/possession utilisation update</p> <p>Neil Ovenden summarised findings of an exercise to look at various industry workstreams seeking to improve infrastructure possessions efficiency. He noted that there are many across different parts of the industry, those summarised in the paper are not an exhaustive list. It is clear from work so far, that improved efficiency around possessions revolves around behaviours rather than around just having good practice guides, toolkits etc. Those spoken to did not recognise the names of various legacy projects e.g. APSCM, IAP, or reference particular toolkits, but described good collaborative working as underpinning those examples of improvements where these have been sustained, or recently started. It was agreed at Planning & Production Board (PPB) that Rail Supply Group should take ownership of overseeing the various different strands of work to enable a holistic view and that Anna Ince as the RSG representative on both PPB and RDG Board would assume accountability for reporting back. Board agreed both on the importance of early and effective TOC and FOC engagement as interested parties and of coordination to minimise duplication of effort, without overlaying any further governance that may stifle progress.</p> <p>Project SPEED</p> <p>AH briefed on Network Rail's Project SPEED. Stemming from NR's increasing devolution, the project aims to demonstrate how enhancements can be delivered more quickly and efficiently including through streamlined planning processes, using a series of live projects at varying stages of development, with a more fundamental objective to change the culture around such project delivery, so that colleagues are not wedded to existing processes. The project has the support of government, and NR is clear on where that support is most needed to enable progress, which so far has been very encouraging in terms of appetite for change, though the pace will be necessarily slow to allow genuine cultural transformation in NR as well as parts of government and some TOCs. It was agreed that progress was encouraging and TOCs have a role in enabling it further, as it is a systems rather than NR issue.</p>		
2009.03	Neil Ovenden to return to next RDG Board for more substantive discussion	Neil Ovenden	3 November 2020
2009.04	AH to bring Project SPEED update to November RDG Board	AH	3 November 2020

Item No.	Timetable process		
6	Paul McMahon (PMc) and Chris Rowley (CR) updated Board on ongoing and latest work to change timetable processes and underpinning technology, to allow more agility and to take local circumstances and dependencies into account when making decisions and changes. Work began as part of Williams consultation, and was paused by the pandemic, but the industry's response to Covid has shown it can be agile, which should be capitalised on. All agreed on the need for changes as outlined, but also with AH's point that the timescale needs to be more ambitious; TOCs can play a part by aligning processes with diagrams. PMc and CR agreed to review timeline; while technological change cannot be sped up that much, process change and getting industry-wide buy in for it can be. A senior steering group will be set up to oversee the various elements of the work and ensure it gets continued traction at a senior level.		
2009.05	PMc to work with SH to ensure coordination of timetable work across RDG	Paul McMahon	October 2020

Item No.	RICF Evolution / People Strategy		
7	There was discussion of RICF, which had reached the end of its term on 17 September as previously agreed by Board. However, there was consensus that latest developments on Covid infection rates and government guidance means RICF should be stood up again to ensure consistency and clarity for rail staff, though without the principles put in place when RICF was initially established.		
7	Members approved the proposal for a new People Strategy Board (PSB), a multi-disciplinary group of senior member (TOC, FOC and NR) colleagues that would report into RDG Board. The mix of skills – HR, customer, reform, planning, comms - reflects the fact a People Strategy touches on almost all areas of rail businesses. Board agreed that the remit of the PSB will be necessarily wide; some issues will be longer term, but there will be some that need progressing at pace.		
2009.06	CB and SH to liaise with Andy Meadows re RICF continuing.	CB/SH	October 2020
2009.07	SH to confirm PSB representative with each Member and return to RDG Board with PSB remit and work plan.	SH	3 November 2020

Item No.	RDG Board Chair
7	Board gave its unanimous support for the appointment of Steve Montgomery as new RDG Chair, which will ensure strong leadership through the next chapter. SM thanked CB for his work as Chair.