



Rail Delivery Group

Business Plan 2021/22

Rail Delivery Group





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Foreword

The last year brought tremendous challenges, and we should all be incredibly proud of the way the industry and its people responded to the pandemic, working tirelessly to get key workers to their jobs, fuel to power stations and goods onto supermarket shelves.

Having responded to the immediate crisis, however, we must also look ahead to the next generation of rail. The imminent rail white paper promises the most far-reaching changes to the industry since privatisation in the 1990s.

These changes must prioritise customer-focused improvements, unlocking a better service for rail customers. The future rail industry must also be efficient, with private and public sectors working together to deliver economic growth and reducing our carbon footprint.

Away from the reform agenda, when the pandemic is under control, the railway will need to mount a major offensive to win back customers who have stayed away from train travel during the pandemic and give them the confidence to take that first trip after a long time away.

As we await the white paper, the Rail Delivery Group (RDG) itself faces a degree of uncertainty but also the opportunity to shape, influence and drive forward what its own future and that of the industry looks like. We must therefore stay agile in our approach this year, focus on outcomes, and work collaboratively.

This business plan is built around four strategic priorities: our core operations; recovery – to help build back the railway; reform – to help future proof the industry; and transformation – to ensure RDG is ready to play its part in that future.

Within RDG we have reorganised to prepare for the impending changes; Jac Starr leads Service Delivery and is overall RDG Chief Executive Officer and Andy Bagnall leads Advocacy & Change, as RDG Director General. Ola Ogun leads Corporate Services as Chief Financial Officer.

The challenges the railway faces in 2021 are vast but, as an organisation and sector, we have shown our resilience time and again. We are prepared to lead the industry through these challenges, ensuring a positive outcome for members, customers, the industry and for Britain.



RDG purpose

RDG priorities

RDG brings together the companies that run Britain's railway into a single team with one purpose – to help make Britain's railway better.

All the passenger and freight rail companies are members of the RDG, as well as Network Rail and HS2. We provide services and support to enable our members to succeed in transforming and delivering a successful railway, benefiting customers, taxpayers and the economy. We also provide support and give a voice to freight and passenger operators, as well as delivering important national ticketing, information and reservation services for customers and staff on behalf of our member companies.

Rail is fundamental to the country's prosperity, connecting workers to jobs, businesses to markets, and people to their families and friends. Our focus this year will be to help members and the industry recover from the pandemic, by attracting customers back to travelling by rail but also by 'building back better', by reforming the industry through our proposals for fares and structural reform.

We will continue to deliver the core operations which keep the industry running; delivering services to our members and on behalf of our members to customers. Alongside this we will prepare to transform RDG to meet the challenges and opportunities which the publication of the Williams Rail Review will present.

Rail Delivery Group | **Big Plan. Big Changes.**

Why we are here
TO HELP MAKE BRITAIN'S RAILWAY BETTER

What we do

- 1 ADVOCACY & CHANGE**
as the trade body for the railway
- 2 SERVICE DELIVERY**
for train operators
- 3 CORPORATE SERVICES**
for our teams

How we do it

UNIFY <i>Bringing rail companies together & providing one voice</i>	SUPPORT <i>Delivering services to and supporting member groups</i>	CHANGE <i>Influencing change through challenge, with clear customer focus</i>	LEAD <i>Driving reforms and providing thought leadership</i>
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Underpinned by our values

ACCOUNTABILITY	SUPPORT	PARTNERSHIP	INCLUSION	RESPECT	EXCELLENCE
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Alongside our purpose – to help make Britain's railway better – the strategic priorities allow the organisation to focus on key areas which are important to customers and the industry and will not just help run the industry today but shape it for tomorrow.

The business plan will deliver RDG's four strategic priorities:

- Core Operations**
Delivering RDG's core operational priorities while continuing to deliver and support our existing products and services
- Recovery**
Supporting RDG members to enable the railway to build back better and recover after COVID-19, whilst adjusting positively to the future environment
- Reform**
Shaping industry reform to secure a joined-up railway system that is focused on delivering for customers
- Transform**
Transforming RDG, so it can respond to the changes to the industry

How we deliver our priorities



Core Operations	Recovery	Reform	Transform
<ul style="list-style-type: none"> Managing operations, assurance and routine change to RDG's fares, information and retail services to customers and industry partners Managing a flexible, effective and collaborative network of partners and suppliers to deliver live services to customers Improving customer safety and security by providing up to date and safe operating standards and policing expertise Sharing engineering expertise across the industry Making continuous improvements to deliver efficient and reliable corporate services 	<ul style="list-style-type: none"> Attracting customers back to the railway in the wake of the pandemic Helping maintain performance—building back better Supporting members to ensure the health and safety of our customers and our workforce Promoting rail freight growth Improving industry efficiency and reducing costs Supporting RDG colleagues by providing a working environment, whether physical or remote, which allows them to perform at their best 	<ul style="list-style-type: none"> Reforming the railway around the customer Facilitating an environmentally sustainable railway Developing and supporting the delivery of a people strategy for the industry Supporting long term planning including the development of the Whole Industry Strategic Plan (WISP) Improving accessibility on the railway Delivering Corporate Services functions that are able to skilfully adapt in line with wider industry reform, providing greater efficiency and value for money Delivering the industry wide change portfolio for fares, retail and information to provide value, reduce risk and deliver great service for customers Agreeing customer impacting industry rules and standards to improve the customer experience 	<ul style="list-style-type: none"> Enabling successful transformational change within RDG through Project Evolution Positioning RDG and the Service Delivery pillar to lead the industry's thinking in accessibility, fares, retail and information to deliver a 21st century customer experience
<ul style="list-style-type: none"> Developing and delivering integrated communications and engagement strategies and plans which leverage the work being done across RDG to support member outcomes Using data driven insights such as Wavelength to target and inform work within RDG and across the industry 			
		<ul style="list-style-type: none"> Supporting members to deliver their new contracts by delivering change to aid industry reform and recovery 	



Jac Starr
Chief Executive Officer

Accountable for the Service Delivery Pillar. Service Delivery provides high quality services to train operators, rail retailers and directly to customers. We help make Britain's railway better by putting the customer at the heart of everything we do and delivering services to the industry to maximise the economic, social and environmental potential of the railway.



Andy Bagnall
Director General

Accountable for the Advocacy & Change Pillar. Advocacy & Change develops and advocates policies or positions in a wide range of areas to support and enable Britain's railway to change today and advocate changes to fix the future.



Ola Ogun
Chief Financial Officer

Accountable for the Corporate Services Pillar. Corporate Services provides guidance, partnering and support to the Advocacy & Change and Service Delivery pillars to ensure that RDG can deliver for our members.

Service Delivery

Service Delivery provides high quality services to train operators, rail retailers and directly to customers. We help make Britain's railway better by putting the customer at the heart of everything we do and delivering services to the industry to maximise the economic, social and environmental potential of the railway.

Our priorities for the year ahead are:

- Managing operations, assurance and routine change to RDG's fares, information and retail services to customers and industry partners
- Managing a flexible, effective and collaborative network of partners and suppliers to deliver live services to customers
- Collaborating to achieve agreement to customer impacting industry rules and standards to improve the customer experience
- Delivering the industry wide change portfolio for fares, information and retail to provide value, reduce risk and deliver great service for customers
- Positioning RDG and the Service Delivery pillar to lead the industry's thinking in accessibility, fares, retail and information to deliver a 21st century customer experience
- Supporting members to deliver their new contracts by delivering change to aid industry reform and recovery
- Using data driven insights such as Wavelength to target and inform work within RDG and across the industry.



RDG Business Plan 2021/22

We will deliver these priorities while continuing to deliver our existing products and services:

Fares reform, ticketing & fares and retail services	Supporting and developing the whole fares and ticketing ecosystem with the ongoing roll out of barcode and other smart ticketing options
Revenue allocation and settlement	Ensuring the consistent allocation and settlement of the industry's ticketing income and the modernisation of the supporting systems
Reservations service	Providing the industry with a reservations service which is being upgraded to improve industry yield and to deliver additional benefits to customers
Customer facing propositions	Managing the delivery of the wide range of customer-facing propositions including our full set of Railcards, annual Gold Cards, Britrail and services for Rail Staff
Accessibility information	Managing resources which provide information to customers with accessibility requirements such as Stations Made Easy and Access Maps
Travel information services and NRE digital products	Providing information to our customers in a variety of ways, including National Rail Enquiries, helping them plan their journeys and giving real-time information to stations, train companies and ticket issuers when there is disruption
Customer support services and best practices	Supporting customers through our contact centre and the Rail Ombudsman, while driving best practice in areas such as Delay Repay, and complaint handling
Data insights	Providing RDG and the industry with the data and insights required to ensure we run a railway that is beneficial for customers and all stakeholders

Advocacy & Change

Advocacy & Change develops and advocates policies or positions in a wide range of areas to support and enable Britain's railway to change today and advocate changes to fix it for the future.

Our priorities for the year ahead:

- Attracting customers back to the railway in the wake of the pandemic
- Helping maintain performance – building back better
- Supporting members to ensure the health and safety of our customers and our workforce
- Promoting rail freight growth
- Improving industry efficiency and reducing costs
- Reforming the railway around the customer
- Facilitating an environmentally sustainable railway
- Developing and supporting the delivery of a people strategy for the industry
- Supporting long term planning including the development of the Whole Industry Strategic Plan (WISP)
- Improving accessibility on the railway
- Developing and delivering integrated communications and engagement strategies and plans which leverage the work being done across RDG to support member outcomes
- Improving customer safety and security by providing up to date and safe operating standards and policing expertise
- Sharing engineering expertise across the industry



RDG Business Plan 2021/22

We will do this through:

Policy	Working with our members to develop compelling policy positions on the economic, contractual and regulatory frameworks affecting the passenger and freight markets, as well as the structure of the industry; and, articulating those positions to influence decision makers
Railway operations	Collaborating with our members and stakeholders to deliver better punctuality and a safe, high performing railway and train fleet; ensure our customers, our staff and our infrastructure are secure and feel safe from crime and the fear of crime; improving industry health and safety
Railway strategy	Working with our members and coordinating views across the industry about the railway's long-term future to deliver a railway that is economically sustainable, low carbon and digitally enabled
People strategy	Working with our members and stakeholders to deliver the industry's long-term vision of a workforce that is fully engaged, flexible, diverse, has the right skills and productivity levels to deliver a modern railway focused on its customers, and where employees receive a competitive, yet affordable reward package supported by modern working practices
Strategic communications	Ensuring RDG's communications are optimised across channels to achieve strategic objectives including enhancing the reputation of rail through campaigns that build trust and influence key audiences on RDG's priorities for change
Media relations	Managing national and trade media for the industry, including operating a press office 24/7 every day of the year; and engaging with broadcast and print journalists to generate positive stories about rail, amplify messages to stakeholders and minimise negative coverage
Public affairs	Setting out the industry's views through political engagement in Westminster, Cardiff, Edinburgh and the regions; stakeholder engagement with government departments, customer and business groups; and at events and conferences, including party conferences and RDG's own annual conference
Member engagement	Ensuring that the right governance, communication channels and culture are in place for professional, effective and responsive engagement with our members which adds value to their businesses and helps them to deliver a successful railway
Internal Comms	Keeping our people informed and engaged, providing an understanding of the priorities and activities across the business, using a range of innovative approaches

Corporate Services



Corporate Services provides guidance, partnering and support to the Advocacy & Change and Service Delivery pillars to ensure that RDG can deliver for our members.

Our priorities for the year ahead:

- Making continuous improvements to deliver efficient and reliable Corporate Services
- Supporting RDG colleagues by providing a working environment, whether physical or remote, which allows colleagues to perform at their best.
- Delivering Corporate Services functions that are able to skilfully adapt in line with wider industry reform, providing greater efficiency and value for money
- Enabling successful transformational change within RDG through Project Evolution.



We support and enable the business through:

Human resources	Enabling the business to achieve its vision and priorities by offering guidance, partnering and support for each aspect of the employee lifecycle, creating a safe and inspiring working environment, that people are proud to be a part of
Finance	Ensuring that our financial accounts are prepared in an accurate and timely manner, in line with UK and international accounting standards and providing the business with high quality management information that supports the delivery of our priorities
Procurement and commercial	Enabling the business to enter into agreements with suppliers which align to the strategic priorities and deliver the best overall value for money by providing support throughout the full procurement lifecycle, including procurement planning, tendering process, supplier selection, contract development and delivery
Legal	Providing expert advice and support across the business
Business change	Providing project management tools, framework and PMO support to help projects deliver to their targets, and project managing internal business change projects
Strategic planning and assurance	Providing fully embedded risk and assurance frameworks, which support the business to identify and manage its strategic and operational risks and delivering business planning activity which allows the business to identify, document and monitor its strategic priorities
Information technology	Improve both IT infrastructure and application components that respond effectively and quickly to the changing requirements of the stakeholders and user base we support
Governance and GDPR	Management of internal governance frameworks, ensuring business wide compliance with governance processes and procedures, and supporting new members to RDG as well as ensuring business wide compliance to all Data Protection regulations through proactive delivery and active assurance of the privacy management framework

Corporate social responsibility

Our core role in supporting the industry is to reform Britain's railway so it can continue to make a vitally important contribution to our society and the people and communities within it. RDG's purpose – to help make Britain's railway better – is founded on the principle that improving our railway can help improve our whole society and acts as the starting point for RDG's corporate social responsibility activities.

Our Workplace

Attracting and retaining great people depends on the organisation creating a great employee experience. Our culture is based on RDG's values: Accountability, Support, Partnership, Inclusion, Respect and Excellence (ASPIRE); and our performance and recognition programmes are linked to the values, meaning we place as much importance on how people conduct their work as what they do. Support is provided by our cross-functional Engagement Group, who plan various social activities, as well as supporting our regular employee engagement surveys and charity partnerships.



Our Wellbeing Principles

We place great importance on the physical and mental wellbeing of our employees. We have a Mental Health Awareness Group, a set of Wellbeing Principles and have also signed the Time to Change Employer Pledge. We hold monthly 'Wellbeing Wednesdays' and get involved in national events such as Brew Monday and Time to Talk – all with the aim of raising mental health awareness and ensuring that our employees feel completely comfortable discussing their wellbeing.



Our Communities

We want as many young people as possible to understand the huge variety of careers available in our industry, so we offer work experience and internship programmes, and have partnered with several local schools and universities. We work with different charity partners each year; this year they are Railway Children, Mind and Samaritans. We encourage employees to support other charities which are important to them through a matched funding process that means our charity partners still benefit, receiving a donation matched to the amount raised by the employee.

Since April 2020, Rail to Refuge has helped over 1,000 survivors escape domestic abuse. RDG was instrumental in getting all train companies to sign up to offer free train travel to those escaping domestic abuse and in communicating the scheme to the public. The success of the scheme has meant it has been extended to ensure we can continue to provide this vital lifeline for people during the pandemic.



Our Environment

We seek to minimise our impact on the environment by using a range of approaches to recycle and reuse materials – not just office waste but also unwanted furniture and IT equipment, which is donated or resold rather than going to landfill. We work hard to reduce waste and the consumption of non-renewable resources, and also offset emissions from the small number of business flights our employees take.



Equality, Diversity & Inclusion

We have several employee-led staff networks. Our Disability Awareness Network organise events throughout the year, provoking important conversations and raising awareness of a broad range of disability topics. Platform provides support and advice for employees who identify as LGBT+ and has links with other such groups across the rail industry. Embrace is our network for BAME employees, and focuses on supporting colleagues of all cultural backgrounds, whilst raising awareness of issues BAME employees may face in the workplace. All employees are invited to join our staff networks – whether they identify as a member of the group, or wish to support as an ally. Our EDI work is overseen by our Inclusion Forum, made up of employees across the business who are passionate about improving EDI both at RDG and across the wider rail industry.



Rail Delivery Group



TOC Owning Groups



Passenger Train Operating Companies



Infrastructure Companies



Freight Companies



Supply Chain



Rail Delivery Group

