

Working together

Rail Delivery Group

Annual Report 2015



Find out more at:
www.raildeliverygroup.com



The Rail Delivery Group (RDG) was set up in 2011 and brings together the owners of Britain's passenger and freight train operating companies and Network Rail, to provide leadership to Britain's rail industry.

In 2013, a new, more fully resourced executive group was brought together to support delivery of the RDG's workstream.

The RDG's mission is to promote greater co-operation between train operators and Network Rail through leadership in the industry and by working together with government, the supply chain and stakeholders.

It is committed to improving services and delivering better value for money to passengers, freight customers and taxpayers.

It does this by developing strategies for the industry to put into practice and by proposing solutions to policy makers.

1.6BN

Passenger journeys have doubled in the past two decades: growing from 801m (1996/97) to 1.6bn (2014/15)

£10.1BN

The rail industry and its supply chain contribute up to £10.1bn to the economy per year

Contents

Introduction	1
The railway in numbers	2
Chairman's statement	4
Our vision	6
Our strategy	7
Improving customer service	8
Delivering greater efficiency	10
Strengthening the benefits of GB rail	12
Building confidence and trust	14
Looking forward	15
How we operate – our structure	16
The RDG members	17
Future outlook	19
Financial statements	20

The railway in numbers

RAIL'S MULTI-MILLION POUND TURNAROUND HELPS FUND BETTER SERVICES



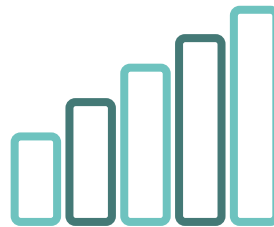
Punctuality

700M

more passenger journeys arrived as planned in 2014/15 compared with 1997/98

89.7%

of trains in 2014/15 arrived as planned (short distance services within 5 minutes of scheduled arrival time; long distances within 10 minutes)



Freight growth

79%

Freight efficiency has improved. The number of freight trains run has fallen by approximately one third since 2002/03, with a net increase of 79% in tonnes per train



Capacity

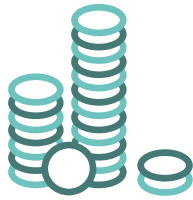
28%

The network is being used more intensively, with the number of trains running each year increasing by 28% since 1997/98

40%

The number of incidents causing delays has dropped by 40% in a decade. However, delay minutes and impact per incident are increasing due to congestion on the network

Figures based on data collated by KPMG.
See RDG report *GB Rail: better services, better journeys and better value.*
www.raildeliverygroup.com/rail-financials.html



Financial performance

£9.5BN

The passenger network now generates £9.5bn to cover 99% of its daily operating costs

1/2

Nearly half of all passenger revenue comes from discounted tickets, up from 38% eight years ago

32%

The cost of running the rail network has fallen by 32% in the last decade, through innovation, new technology and in-sourcing key activities

20%

Since 1997/98, train company operating costs per passenger mile have declined by 20% in real terms

31%

Investment by the Government in the network on renewal and enhancement has increased by 31% to respond to growth and demand



Safety

#1

The UK now has the safest railway in Europe



Customer satisfaction

80%

Overall satisfaction levels of 80% in 2014/15 mean that passengers rated 600 million more journeys as 'satisfactory' or 'good' compared with 1999/2000



Passenger journeys

2.5M

The railway brings 2.5 million people a day into Britain's biggest cities and towns



Staff

216,000

Rail and its supply chain employ 216,000 people



Environment

7.7M TONNES

Rail reduces CO₂ emissions by up to 7.7m tonnes

Chairman's statement



2014/15 presented the rail industry with significant challenges. In the run up to the UK general election, the railway became the focus of intense public debate. On an already congested network, the industry also pushed ahead with the most ambitious upgrade in its history to respond to the continuing extraordinary growth in passengers and freight.

Our resolve as an industry to collaborate was tested to the full. But throughout the past year, we worked closer together to deliver better value to passengers, freight customers and taxpayers.

The RDG played a significant role in this, in what was its first complete year as a fully resourced strategic body. It brought together the most senior leaders from Network Rail, and UK and international transport groups running passenger and freight services. We worked in tandem with the UK, Scottish and Welsh governments and key stakeholders including the Rail Supply Group (RSG) to improve the day-to-day operations of the railway and plan better for its future by:

- identifying efficiency savings worth up to £1bn
- starting to scope the most significant programme to date to modernise how we sell tickets
- setting out how many more trains are needed on the network to respond to ever more passengers and a plan for improving stations
- agreeing industry-wide priorities to get trains to run as planned

- putting more and more data about the industry's operational and financial performance into the public domain
- taking steps to improve passenger information during disruption (PIDD).

This has laid the foundations for the next five years during which we need to plan and build for the growing demand for rail.

Seizing the opportunity presented by a new UK government and devolved administrations expanding their oversight of public transport, the RDG used this summer to review its activities before confirming its purpose and direction later in the year. Key will be working with government, the supply chain and other stakeholders to increase capacity cost effectively and generate revenue to support investment in more and better services.

This annual report sets out in more detail the RDG's vision, how it operates, what it has achieved and its finances. It's your railway. This is our report on what we are doing to make Europe's best railway even better.

MARTIN GRIFFITHS

CHAIRMAN
OCTOBER 2015



Our vision

TO MAKE EUROPE'S BEST RAILWAY EVEN BETTER

Britain's rail industry is leading the way in Europe. Our railway is not without challenges, but the UK ranks highest for passenger satisfaction and it has the best safety record of any major EU railway. With passenger rail travel growing faster in Britain than in Germany, France or the Netherlands, and a revitalised freight sector, we have one of the most successful railways in Europe.

GB rail has been transformed since the mid-1990s into the EU's most improved railway, thanks to market forces and an industry structure which brings together private sector innovation and government policy to better serve our customers, as well as the wider UK economy.

Building greater trust and demonstrating our commitment to the success of GB rail with our passengers, customers, stakeholders and the wider British public, is key to delivering our vision.

OUR VISION IS TO MAKE EUROPE'S BEST RAILWAY EVEN BETTER BY:

- running more, better, faster and greener rail services, at the highest levels of safety to passengers, freight customers, the public and staff
- offering a personalised travelling experience which meets passengers' needs by being simpler to use and easier to understand
- greater cost efficiency, enabling the rail industry and government to strike the right balance between fares, freight charges, quality and investment
- accelerating the use of digital technology throughout the industry to deliver all of these improvements for passengers and freight users.

You can read more about our vision for the future in *Britain's Future, Britain's Railway*.



Our strategy

TO STRENGTHEN THE PARTNERSHIP AT THE HEART OF GB RAIL

GB rail benefits from a diverse range of commercial passenger and freight operators running services on a single national network. Working together with government and industry stakeholders, this partnership lies at the heart of the success of GB rail.

In particular, the RDG is committed to working with the RSG to strengthen the capability and competitiveness of the rail supply chain, and help us deliver our long term ambitions for growth in the railway.

Operators have used commercial acumen and innovation to increase the market for rail in a dynamic economy. The growth in revenue has played a crucial role in enabling successive governments to invest record sums, through Network Rail, to maintain and improve the network.

Other European countries have invested heavily in their railways, but do not benefit from the same vibrant rail market, which means they have not come close to matching GB rail's record of achievement.

Our strategy is to strengthen and maximise the benefits for our customers brought about by this range of commercial operators on a single network. By working in partnership with government, regulators and industry suppliers, we can co-ordinate solutions to cross-industry challenges.



Our work programmes

Our current programme of workstreams covers the following themes: improving customer service, delivering greater efficiency, strengthening the benefits of GB rail, building confidence and trust, and looking forward.

Improving customer service

FURTHER IMPROVEMENTS TO PUNCTUALITY; MODERNISING TICKET SALES; PROVIDING CLEARER INFORMATION; ENHANCING STATIONS; AND CONTINUING TO SECURE THE SAFEST ENVIRONMENT FOR OUR CUSTOMERS

PERFORMANCE

Better performance and improved punctuality are key to customer satisfaction. Led by the cross-industry National Task Force, we have implemented a new process for managing performance through Performance Strategies and a Quarterly Review process. We completed a refresh of the industry's performance reports for Control Period 5 (CP5) and provided an industry response to the Transport Resilience Review. We developed criteria for initiating a Strategic Crisis Management Team and have implemented a new process for managing the autumn season on the network.

Also completed in this period was a biennial review of the group's needs, purpose and membership and a thorough analysis of the causes of under-performance in CP4. This was agreed across the industry and used consistently in our external communications.

INFORMATION & TICKETING

The task of the Information & Ticketing working group is to deliver, cost effectively, an excellent customer experience. Our focus is on the provision of clear information, an attractive range of good value fares, a choice of retail channels and easy ticket purchase.

We have begun scoping the most significant programme to date to modernise how we sell tickets by promoting and accelerating an industry-wide migration from paper to digital tickets over 5-10 years.

In parallel, we are progressing with our five point plan for improvements which supports:

- better information about fares
- easier ticketing
- simpler, more convenient fares
- clearer conditions and fairer treatment
- more and easier ways to claim compensation when things go wrong.





We have engaged with the Office of Rail and Road (ORR) on key regulatory initiatives, including the Retail Information Code of Practice and review of the rail retail market. We are also in discussion with Future Railway regarding innovation, including the possible funding of new initiatives.

STATIONS

We provide a high level industry lead on stations, with the particular objective of optimising long term outcomes more efficiently.

Railway stations have the potential to regenerate communities, support local identity and serve as hubs of innovation. The Stations Strategy Group (SSG) provides the top level industry lead on a strategic vision for stations of the future, not just as places to access rail services – driving the agenda by engaging with rail industry and infrastructure leaders.

The group is focused on building the customer experience from the start and identifying how blocks to progress can be resolved.

The programme was launched at a Stations Summit in December 2014 and enabled the SSG to engage with stakeholders beyond the rail sector. The summit formed the foundation of the process to deliver an industry vision for stations. Leading independent transport consultancy Steer Davies Gleave was commissioned to work with the rail industry to develop the vision. Nine principles have been drawn up following widespread consultation with the finalised vision due to be launched at the end of 2015.

HEALTH AND SAFETY

During the year, the RDG initiated the development of a rail industry safety and health strategy, supported by the Rail Safety and Standards Board (RSSB) and the wider industry. A workshop in January 2015 produced an outline purpose statement and reached agreement over scope, governance and content. Work on the strategy continues, with an intention to publish it early in 2016.

Delivering greater efficiency

TRANSFORMING HOW MAINTENANCE AND IMPROVEMENT WORKS ARE MANAGED AND IMPROVING THE WAY MAJOR INVESTMENTS ARE PLANNED TO MAXIMISE USER BENEFITS, EXPAND SERVICES AND REDUCE COSTS



ASSET, PROGRAMME & SUPPLY CHAIN MANAGEMENT

This programme brings together train operating companies, freight operators, contractors and Network Rail as well as representatives from the Department for Transport (DfT) and ORR to ensure that work on the network delivers the best value, maximum benefits and minimal disruption to passenger and freight services.

During 2014/15, we identified that action in five areas could secure efficiency savings worth up to £1bn, as well as improved management of risk and contingency, and longer term safety and performance benefits.

We saw good progress in the Industry Access Programme (IAP) Phase 1 programme, designed to optimise access for maintenance, renewals and enhancements. The programme has engaged with Network Rail and identified potential efficiencies of approximately £50m that could be achieved across a relatively small number of sites.

Within the programme, the Cost of Contingency workstream developed a Project Alliance Agreement model to incentivise parties jointly to reduce contingency budgets and reduce costs. We also started the development of an industry-wide risk and value management framework.

The Network Optimisation workstream identified unnecessary infrastructure with long term benefits estimated at over £10m. Between 750 and 1,000 non-used or under-used switches and crossings are currently being progressed within the scope of re-signalling schemes or standalone interventions.

Following the overrunning of improvement works after Christmas 2014, the Secretary of State commissioned an independent review by Anton Valk into the planning and timing of engineering works on the rail network. We broadly supported its conclusions and its recommendations for industry action to improve the way it plans improvement works. A delivery plan is being developed to take forward the report's recommendations.

PLANNING

The Planning Oversight Group provides the long term, continuous planning narrative between industry and governments.

Our planning workstreams will inform the Initial Industry Plan (IIP). A wide range of organisations and groups from across the industry have actively been engaged to do this. These include the RSSB; the National Skills Academy for Railway Engineering (NSARE); the Rolling Stock Strategy Steering Group (RSSSG); the RSG; and Transport Focus. Relationships with other key stakeholders, funders and specifiers have developed, including the Scottish Government, the Welsh Assembly and ORR.

We delivered a clear position statement on how the rail industry can help HS2 as it develops, to maximise the benefits of this project to GB rail. We also published *The Way Ahead*, a report that seeks to improve stakeholder understanding of how the rail industry's long term planning process works, and how it can help the railway serve the UK better.

ROLLING STOCK

The RSSSG is a pan-industry group comprising vehicle owners, operators and maintainers, and the RDG. It provides recommendations, informing debate and choices on rolling stock issues at a strategic level, and identifying efficiencies to be gained, particularly where companies and Network Rail work together.

Our publication of the third annual update of *Long Term Passenger Rolling Stock Strategy for the Rail Industry* was welcomed by government and the industry as a valuable contribution to long term planning. The report provides a range of forecasts to enable the national fleet to accommodate future passenger numbers over the next 30 years.

The group worked with a number of stakeholders, including DfT, on a variety of rolling stock issues, to help inform the franchise invitation to tender for Northern and TransPennine in the area of procurement. It also worked with the supply chain to develop understanding of the rolling stock strategy; considered a number of potential areas for CP5 efficiency; and initiated workstreams in the areas of rolling stock, depots and stabling to input into the IIP process. Work will continue on the long term rolling stock strategy in 2015/16 to reflect new franchises and changes to underpinning assumptions.



Strengthening the benefits of GB rail

IMPROVING THE STRUCTURE OF REGULATION FOR BOTH PASSENGER AND FREIGHT OPERATIONS; DELIVERING MORE FOR PASSENGERS AND TAXPAYERS; AND MAKING THE CASE FOR POLICIES THAT SUPPORT A VIBRANT RAIL FREIGHT SECTOR

CONTRACTUAL AND REGULATORY REFORM

Drawing on expertise from across the RDG's membership, the aim of the Contractual and Regulatory Reform working group is to provide a clear framework that gives confidence to industry, users and taxpayers.

We completed the first two phases of a review of charges and incentives for use of Network Rail's infrastructure. In 2014/15, we developed the industry's vision of what the regime should deliver and then set out how well the industry considers the current system delivers against that vision. The preferred options for CP6 and beyond will inform ORR's next review.

We undertook a series of activities to simplify and improve the flexibility of passenger and freight access rights which should facilitate better use of network capacity. We made progress in a number of areas, including simplifying the way that access rights are articulated, a review of Network Rail's Sale of Access Rights processes, and measures to improve transparency.

We also influenced European Commission rail-related proposals to ensure that efficient UK procedures and existing governance arrangements can continue. This includes: proposals on charging and track access agreements; the 4th Railway Package (ongoing) to promote more open

markets; and environmental regulation on replacement diesel engines. At the same time, we developed a cohesive GB rail view on a range of issues, which has allowed the industry to effectively influence both EU stakeholders and the UK Government on European issues.

FRANCHISING

The purpose of the Franchising Steering Group is to enable the development of an RDG position, clear messaging for engagement with officials, and support for political and strategic developments.

Our statement on the positive role of private sector engagement in rail service provision forms the basis of policy and strategy engagement for the future.

During the year we developed a franchising policy, and identified opportunities for change, through structured engagement between the RDG and the DfT Rail Executive. This work includes the RDG chairing the steering group for the DfT Franchise Agreement Review.

2015/16 will see further progress on the priority areas for the DfT franchising process to meet passenger and stakeholder requirements and with wider strategic overall direction of rail service procurement.

FREIGHT

The Freight working group provides leadership and strategic direction to the rail freight sector whilst promoting its benefits to the UK economy.

Rail freight has transformed itself since the mid-1990s into a competitive and vibrant industry and has a key part to play in meeting government's economic and environmental targets. Our report *Freight Britain* sets out the long term sustainability of freight.

An agreed and shared track access charging and incentive regime which provides certainty and sustainability for the rail freight sector beyond CP5 is the aim of the newly formed Freight Investability and Sustainability Group. One option is an accelerated element of the RDG Review of Charges.

A package of reforms to the management and control of strategic freight sites has been developed by Network Rail. Draft proposals have been reviewed with freight operator companies (FOCs), ORR, DfT, Rail Freight Group and end user groups. A full consultation on the Freight Estate Reform Programme is due to be launched in March 2016.

Work has continued on the review of access rights and meetings have taken place between FOCs and Network Rail. FOCs have retained 468 unused rights for their own future needs. Those will continue to be assessed to ensure there is justification in retaining them.

You can read more about our work in this area in *Freight Britain*.



Building confidence and trust

MAKING THE CASE FOR CONTINUED INVESTMENT AND ENHANCEMENT TO THE RAIL NETWORK; EXPANDING TRANSPARENCY; AND MAKING DATA PUBLICLY AVAILABLE TO THE CUSTOMER AND TAXPAYER

COMMUNICATIONS

Creating a single voice for its members has been the focus of the RDG communications team. Crucial to this was producing *Britain's Future, Britain's Railway*, our narrative on the railway about which the entire industry could communicate consistently and engage stakeholders in a dialogue.

This narrative explains why the railway matters, with a particular focus on rail's value to the economy, industry achievements such as more services and increased train company returns to government, and our commitments to deliver better services, journeys and value for money.

The objectives of the RDG's communications activity are to promote rail, enhance public advocacy about the railway and show how the RDG is improving the day-to-day operation of the railway and long term planning.

We take part in political engagement with governments and elected representatives in Westminster, Holyrood and Cardiff and wider stakeholder engagement within rail and beyond, such as the City, business groups, unions, regulators and passenger groups. We also represent the railway at events in Westminster, Edinburgh and Cardiff and around the country, such as at conferences, seminars and roundtables.

We also manage national media for our members, engaging with broadcast and print journalists and via social media.

We do this by:

- generating positive stories about rail
- running a 24/7 press office, 365 days a year
- amplifying messaging to stakeholders
- co-ordinating cross-industry communications in crises.

Through a variety of public initiatives, we aim to demonstrate that the railway is a force for good. A campaign is under consideration to engage the public, rail users and non-users, in a dialogue about the important role rail plays in all our lives. We have also staged a touring exhibition on the role of the railway in World War I, working with government, industry partners and the voluntary sector, including the Royal British Legion.

TRANSPARENCY

Our work on improving transparency across the rail industry is designed to build greater trust with customers, stakeholders and funders. We are putting more and more data about the industry's operational and financial performance into the public domain.

The aim of the workstream is to ensure that information is relevant to passengers and can inform their choices and journeys as well as being in an accessible format and easy to find. We always support a bias towards disclosure where it is practicable and cost effective in relation to the benefit to passengers.

Making Darwin, the official industry real-time train running information engine, available to third parties has been a major step forward in open data provision, resulting in significantly more people using the data feed.

Almost all train operating company websites now publish data in a user friendly format following implementation of 10 key transparency indicators developed by Network Rail.

ENGAGING STAKEHOLDERS

Building support and awareness amongst key decision-makers is vital if the RDG is to achieve its goals. To this end, we organised a number of initiatives designed to engage publicly with senior stakeholders including government ministers and officials, and senior business leaders. The Secretary of State for Transport, Rt Hon Patrick McLoughlin MP, and Shadow Transport Secretary, Lilian Greenwood MP, headlined the RDG's industry day in February 2015, which allowed stakeholders from across the industry and supply chain to share their views. We also maintained our ongoing political dialogue through engagement with politicians at the main party conferences.

Looking forward

FOSTERING THE DEVELOPMENT OF TECHNOLOGIES TO DELIVER OUR VISION AND PROMOTING POLICIES WHICH DEVELOP THE NECESSARY SKILLS, CULTURE AND PRODUCTIVITY OF OUR PEOPLE

TECHNOLOGY & OPERATIONS

The role of the Technology & Operations Steering Group is to establish the high level priorities for investment in research, development and innovation with the aim of securing funding and aligning the work across the industry. Our objective is to accelerate and support the delivery of the Rail Technical Strategy 2012.

We continued to lead industry consideration of 'best ways' to improve mobile connectivity for customers while travelling on trains, working on the challenge in closer collaboration with government departments, Ofcom and the mobile network operators.

In 2014/15 we provided a thorough review and analysis of potential benefits to the industry of proposed technological innovations and the contribution they would make in the four key areas for the industry:

- increased capacity
- customer satisfaction
- reduced cost
- a reduction in carbon.

The steering group has the important role of endorsing the industry innovation programme that is overseen by the Technical Strategy Leadership Group (TSLG) and delivered by RSSB.

A task force, led by Angel Trains CEO Malcolm Brown, established the governance and supporting processes for the pilot Innovation in Franchising Funding Scheme. Virgin Trains East Coast is the first franchise to benefit from this fund.

We also developed an evaluation framework, to determine the benefits available from the innovation programme governed by the TSLG.

PEOPLE

A key area of activity for the People working group has been the development of a strategic vision for where the industry needs to be, in terms of the skills which will be required in the next 10 years. The group also actively promotes the industry's success, relevance, attractiveness and stability of employment, focusing on key grade groups and skills. NSARE delivered a detailed proposal for defining and closing the industry's skills gap. The strategy has now been agreed and adopted by the industry.

The successful pilot of an industry train driver training course was completed in 2014 – just one area where we have made significant progress this year. Developed by RSSB in partnership with Southeastern and Network Rail, the course is now being rolled out for further pilots.

The Association of Train Operating Companies (ATOC) informal pensions working group continued its ongoing work with trade unions to reduce employer pension costs and developed proposals to ensure that sustainable pension arrangements are put in place.

A study into a scientific approach to route knowledge training has been commissioned by the ATOC Operations Council and will be undertaken by Future Railway. The rail industry has also been a 'trailblazer', securing new standards for a number of engineering and operational role apprenticeships.

How we operate – our structure

THE RDG CURRENTLY HAS THREE TYPES OF MEMBERSHIP

1. MEMBERS

Members of the board are made up of Network Rail and any organisation or group which has a turnover from passengers or freight operations on the UK network in excess of the current prescribed amount.

Members are responsible for the funding of the RDG, with Network Rail paying 50% and other members paying proportionate to their revenue from rail activities. Members also nominate a director who sits on the board. There are currently 14 permanent members of the board (see pages 17 and 18) as well as regular attendances from some licensed members. Members of the board meet on

a monthly basis. Full minutes are available on the RDG website.

RDG members lead the workstreams wherever possible. The workstreams are supported by groups, many of which have members from across the industry, and an executive team which pools together ATOC staff, secondments from Network Rail and other industry resources.

2. LICENSED MEMBERS

Any company that holds a railway licence, i.e. is able to operate trains on the national network, can become a licensed member. While they are not members of the board, they contribute to the workstreams and provide valuable input to the annual forum.

3. ASSOCIATE MEMBERS

Any organisation that can help the RDG achieve its objectives can become an associate member. These tend to be major suppliers to the rail industry, and other industry bodies (including British Transport Police). They are not members of the board but, like licensed members, contribute to workstreams and provide valuable input to the annual forum.

For a full list of all our members, board minutes, the RDG Articles of Association and our anti-trust compliance details, please visit our website: www.raildeliverygroup.com

OUR MEMBERS

abellio

ARRIVA

DB Mobility Networks Logistics

First

Freightliner

GoVia

national express

NetworkRail

serco

STAGECOACH GROUP

Virgin rail group

THE RDG MEMBERS



MARTIN GRIFFITHS

CHIEF EXECUTIVE, STAGECOACH GROUP
CHAIR OF THE RDG

Martin is Chief Executive of Stagecoach Group plc, one of the UK's biggest rail operators. The company operates South West Trains and East Midlands Trains and, along with Virgin, is responsible for the West Coast and East Coast inter-city rail franchises.



MARK CARNE

CHIEF EXECUTIVE, NETWORK RAIL
DEPUTY CHAIR OF THE RDG

Formerly executive vice president for Royal Dutch Shell plc in the Middle East and North Africa, Mark's career has spanned different roles in engineering, major projects, operations and safety. He took over as Chief Executive of Network Rail in February 2014.



DOMINIC BOOTH

MANAGING DIRECTOR, ABELLIO UK

Dominic joined Abellio Group as a main board member in January 2007. In 2012, he was appointed to the newly created post of Managing Director UK, after winning the Greater Anglia rail franchise. In this role, Dominic is responsible for all Abellio's business in the UK.

RDG workstreams:

Stations



DAVID BROWN

CHIEF EXECUTIVE, GO-AHEAD GROUP

David is Group Chief Executive of The Go-Ahead Group plc. He has held a number of senior transport industry positions, the most recent being Managing Director for Surface Transport at Transport for London. Go-Ahead has the largest share of UK passenger journeys (30%) made on its train operating companies' services: Govia Thameslink Railway, Southern, Southeastern and London Midland.

RDG workstreams:

Information & Ticketing, Transparency



DEAN FINCH

GROUP CHIEF EXECUTIVE,
NATIONAL EXPRESS

Dean is Group Chief Executive of National Express. Prior to this, he was Group Chief Executive of Tube Lines from June 2009. Before that, he worked for over 10 years in senior roles within FirstGroup.

RDG workstreams:

Franchising



ALISTAIR GORDON

CHIEF EXECUTIVE OFFICER, KEOLIS UK

Alistair joined Keolis UK as Project Director in 2004, leading the company's UK bidding for Southeastern, London Rail and Southern. In 2010, he was promoted to become Chief Executive Officer of Keolis UK.

RDG workstreams:

Technology & Operations



DAVID MARTIN

CHIEF EXECUTIVE, ARRIVA

David joined Arriva in 1996, becoming a member of the board in February 1998 with specific responsibility for the group's international operations and development. From March 2005, he was Group Managing Director – Operations and Deputy Chief Executive, and since April 2006, Chief Executive.



RUSSELL MEARS

CHIEF EXECUTIVE OFFICER,
FREIGHTLINER GROUP LTD
(Previously Peter Maybury)

Russell joined Freightliner in 1993 and has been the Chief Executive Officer since 2013. Prior to this, he was the Finance Director of Freightliner Group since January 2005.

RDG workstreams:

Freight



TIM O'TOOLE

CHIEF EXECUTIVE, FIRSTGROUP

Tim became FirstGroup's Chief Executive in November 2010. Before that, he was Managing Director of London Underground between 2003 and 2009. He is a Non-Executive Director of CSX Corporation, a rail freight transportation company in North America. He served as the RDG's first chairman.

RDG workstreams:

Asset, Programme & Supply Chain Management



PAUL PLUMMER

GROUP STRATEGY DIRECTOR,
NETWORK RAIL

Paul joined Network Rail in October 2002 and is Group Strategy Director. He is responsible for planning the development of the network, business planning, the interface with government and economic regulation.

RDG workstreams:

Contractual and Regulatory Reform,
Planning and Oversight Group



MICHAEL ROBERTS

DIRECTOR GENERAL, RAIL DELIVERY
GROUP AND CHIEF EXECUTIVE, ATOC

Michael joined ATOC as Chief Executive in April 2008, and was appointed Director General of the RDG in 2013. He previously worked at the CBI, where he was Director of Business Environment from 2000.



DAVID STRETCH

MANAGING DIRECTOR OF TRANSPORT
SERVICES, SERCO

(Previously Ian Downie)

David was appointed Managing Director of Transport Services at Serco in January 2010. His main responsibilities are for the leadership, strategic development and growth of the transport business across the UK and Europe. He has Executive Director responsibilities for Serco's two UK joint venture train companies, Merseyrail and Northern Rail.



ALAIN THAUVETTE

HEAD OF REGION WEST,
DB SCHENKER RAIL

Alain has been a member of the management board of DB Schenker Rail since February 2010. He promotes the creation of a European railway network through his responsibilities in the UK, ECR France and Transfesa in Spain.

RDG workstreams:

People



PHIL WHITTINGHAM

MANAGING DIRECTOR, VIRGIN TRAINS

Phil became Director, Finance in 2008. Prior to joining Virgin Trains in 1999, he worked as a Chartered Accountant at KPMG, having qualified in 1996.

Future outlook

The RDG is using the opportunity presented by a new UK government and parliament to review its work programme for the next two to three years. It is carrying out this reassessment in consultation with DfT and other significant stakeholders.

The key challenges the industry faces in the coming years are:

- how do we respond to the continuing strong growth in demand for passenger and freight rail services?
- how do we pay for the extra trains and lines, the bigger stations and platforms, that are needed to accommodate ever more rail users, particularly when government funding is declining?
- how do we build a bigger and better network without disrupting the millions of people who travel and hundreds of tonnes of goods that are moved by rail every day?
- how do we become more cost efficient while modernising the customer experience?

In 2015/16, the RDG will demonstrate leadership by working out how to move forward on some of these big issues, collaborating with the UK, Scottish and Welsh governments as well as regional and local authorities, and the supply chain to build a better railway for passengers, freight customers and the nation.



Profit and loss account

For the year ended 31 March 2015

	Year ended 31 March 2015 £000	Unaudited 7 months ended 31 March 2014 £000
Turnover	4,140	40
Operating expenses	(4,118)	(190)
Operating profit/(loss)	22	(150)
Profit/(loss) on ordinary activities before taxation	22	(150)
Taxation on profit on ordinary activities	(6)	30
Profit/(loss) after taxation	16	(120)

There are no other recognised gains and losses other than those recorded through the profit and loss account above and therefore no separate statement of total recognised gains and losses has been presented.

All activities are continuing.

There are no differences between the amounts reported in the profit and loss account and their historical cost equivalents.

Balance sheet

As at 31 March 2015

	As at 31 March 2015 £000	Unaudited As at 31 March 2014 £000
Fixed assets		
Investments	—	—
Current assets		
Debtors	2,178	26
Cash at bank	436	145
	2,614	171
Creditors: amounts falling due within one year	(2,590)	(163)
Net current assets	24	8
Total assets less current liabilities	24	8
Net assets	24	8
Capital and reserves		
Called up share capital	—	—
Profit and loss account	24	8
Reserves	24	8

These financial statements were approved by the board of directors and authorised for issue on 28 July 2015.

Reference: This is an extract of the annual audited accounts. For more detailed information please go to Companies House online.

COMPANY REGISTRATION NO. 08176197



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