MINUTES

The chairman welcomed Mark Carne (MC) and noted apologies from Jeremy Candfield (JC).

MC, Charles Horton (CH) and Ian Prosser (IP) advised that they would leave the meeting early.

Papers C1, 2 & 3 would be taken as read unless the directors had any specific points to raise.

RSSB.14/22 TECHNICAL STRATEGY AND INNOVATION

CF presented an overview of the current position on management of innovation in rail raising a number of questions for discussion.

The key issues were:
- The importance of a common vision in the Rail Technical Strategy
- The desirability of competition to avoid ‘group think’
- The need to demonstrate value for money
- Consideration, when appropriate, of an external audit of the governance around innovation
- Consideration of the development of a RACI for the governance arrangements.
Noting the existence of the RSG the directors suggested that a proactive proposal from RSSB to RSG on the nature of their relationship would be well received. They also agreed that the existing format for the RDG/RSSB relationship might be appropriate.

The directors recognised that the DfT and ORR would require evidence of how the increasing streams of innovation money were spent and that this increased focus could require additional skills and competencies over time.

Consideration of the innovation governance arrangements by the Audit Committee was discussed and the directors concluded that it could be beneficial once there was something for them to review.

The directors asked that CF come back to the board having further developed the diagram which captured the funding arrangements, outline governance structures and NR activity in innovation and an associated RACI.

**RSSB.14/23 FORWARD AGENDA**

The directors discussed the key topics proposed for inclusion in the forward agenda as outlined in the circulated paper. The following topics were suggested for inclusion:

- ERTMS
- Periodic review of international accidents and considering what is done to ensure it does not happen in the UK
- Broader (rather than just RSSB) industry technical capability

It was considered important to strike the right balance between safety and capacity/performance/efficiency on the forward agenda. Overall, the directors supported the proposals put forward.

A phased forward agenda will be implemented based on the guidance provided by the board.

**RSSB.14/24 SYSTEM SAFETY RISK GROUP (SSRG) STEWARDSHIP REPORT AND APPROACH**

Andy Cooper (MD of Cross Country trains) presented the stewardship report for SSRG which covered the previous 12 months confirming that good progress had been made on the modernisation of safety and asked the directors to approve the groups planned objectives for 2014/15.

The directors were concerned that there might be insufficient engagement from duty-holders to keep progress moving between meetings. Mr Cooper confirmed that this was not the case at all.

Following further brief discussion the directors:
• noted that the group had the broadest base of all of the pan industry groups, including both BTP and LUL in its membership
• agreed that an annual stewardship paper to the board was sufficient but that if an issue arose a further paper would be brought
• approved the planned objectives of the group and asked to see their progress status document quarterly

RSSB.14/25 PLATFORM TRAIN INTERFACE STRATEGY UPDATE

Neal Lawson (NL) provided an update on the progress being made on the PTI strategy asking the directors to note that it would come back to the board in March 2015.

He confirmed, in response to a query, that the effects of overcrowding and the ageing population on the PTI was within the scope of the work in progress, in as much as they related to boarding and alighting of trains at platforms. Incidents such as prams rolling forward from a platform onto the track were also in scope. Management of crowds and general overcrowding at stations was, he advised being looked at elsewhere.

After further discussion, the directors:
• supported the development of hypotheses to identify contributory factors affecting risk and the trialling of same at some stations.
• suggested testing any assumptions coming out of the hypotheses testing during the commonwealth games
• agreed that the implications for capacity needed to be considered alongside safety
• acknowledged the benefit of the wealth of experiences in this area that LUL, who were members of the PTI policy group, shared with the group and
• suggested looking at the available international experience in this area also.

In conclusion the directors resolved to note the progress, endorse the terms of reference and noted that there would be a further update in November.

RSSB.14/26 COMPANY OBJECTIVES

CF introduced the RSSB company objectives for 2014/15 advising that they would be used to drive improvement activities, delivery priorities and assessment of company and individual bonuses.

The key issue for the directors to consider was the proposal to move from a task based approach to company objectives to an ‘outcome’ based approach.

CF confirmed that the objectives were being cascaded through the company with a clear line of sight from individual’s objectives back to the 12 high levels objectives proposed and that all staff would have an individual set of objectives.
Learning that an appropriate robust appraisal process was currently being developed to review performance against the objectives the directors approved the 12 high level objectives as proposed.

RSSB.14/27  CHIEF EXECUTIVES REPORT

CF introduced his report drawing the following key issues to the directors attention:

- the details of the new roles taken on by Anson Jack – Director of Strategy and Commercial and Colin Dennis who is the Technical Director
- the number of incidents concerning wheelset axle bearings involving RISAS approved suppliers which could, if the rate continues be a concern
- the launch of new RSSB website which had already seen circa a 150% increase in traffic
- the board requested IT strategy review which was now underway and would come back to board if appropriate
- the report on fatal mainline rail accident in Britain and Europe by Prof Andrew Evans
- the progress on securing new 10 year leases on floors 1-3 Angel square at preferential rates
- The request from Hitachi Rail Europe Ltd for admission as members of RSSB in Supplier category. The directors resolved to approve this.
- the intentional spending of R&D reserve due to doing more work than was planned
- the new and revised delegated authorities on innovation funding (including a reduction of £1m in R&D core funds currently delegated to TSLG) being proposed which the directors resolved to approve.

He also raised the significance of the recent double SPAD at Greenwood and John Abbott (JA) gave an update on the current position. He concluded by asking the directors to note the increase in suicide levels during 2013/14.

Network Rail provided an update on the digital simulation of the Newark Northgate incident they had developed. It had been shown to all relevant staff and was now available on Safety Central for all to view.

RSSB.14/28  CYBER SECURITY

Anson Jack (AJ) introduced the paper which concerned a proposed new activity for RSSB in relation to cyber security of the railway. The paper had been prepared in conjunction with Network Rail and addressed a request from the DfT.

The directors asked RSSB to be cognisant of the security implications associated with publication of the work, to investigate what was being done in this area in other industries and to consider the skill sets that would be required.
Directors having discussed the issues around cyber security and whether RSSB should equip itself to meet the DfT request to develop a programme for cross-industry standards for cyber security, agreed as a reserved resolution the adoption of this work as a new function.

**RSSB.14/29 RAILWAY INDUSTRY SUPPLIERS QUALIFICATION SCHEME (RISQS) ANNUAL STEWARDSHIP REPORT**

The directors considered the circulated paper which set out progress made by RISQS over the first year of operation, their plan to improve the performance and value for money of the GB rail supplier qualification scheme, and the planned objectives for 2014/15, and the need to appoint a scheme manager to deliver the plan.

Gareth Llewellyn (GL) noted that he had received feedback that there is a need to define clear roles and responsibilities between RISQS board and RSSB. The directors then:

- noted progress to date
- endorsed the 2014/15 objectives
- delegated authority to the RISQS board to appoint a dedicated scheme manager in conjunction with the RSSB executive. The post to be funded by the scheme itself.

**RSSB.14/30 CIRAS GOVERNANCE**

The circulated paper detailing the outcome from the recent CIRAS governance review and setting out revised terms of reference, was taken as read.

Consequently the directors noted the outcome of the review and approved revised terms of reference for the CIRAS Committee.

**RSSB.14/31 ANNUAL REPORT FROM ISCC**

Taking the circulated paper setting out ISCC activities over the past year and their plans for the future as read, the Directors noted the ISCC’s activities to date and endorsed the revised ISCC Strategic Plan for 2014-2019 Issue One for CP5.

**RSSB.14/32 R&D BUDGET AUTHORISATIONS**

The directors authorised budget requests for:

- T1024 Procedures for dealing with bodyside windows broken in service; and
- T1039 Economic assessment of a GB based pantograph /overhead line testing facility

And noted both were aligned with the technical strategy.
RSSB.14/33  GOVERNANCE

a) *Draft minutes 7 March 2014 meeting.*

The circulated draft minutes of the board meeting held on 7 March 2014 were approved for signature by the chairman.

b) *Matters arising*

All actions were reviewed and it was noted that all were either done or in hand.

c) *Feedback from Remuneration Committee*

Alan Emery (AE) chairman of the Remuneration Committee feedback from the meeting held earlier in the day:

- The committee recommended and the board resolved to approve bonus awards to relevant directors assessed at 28% of salary for all.
- The committee recommended the board approve the move from task to output based objectives with bonuses awarded on a performance basis on a 60% company / 40% personal split. The Directors resolved to approve this only on the understanding that a proper appraisal system was put in place to review achievements. Additionally they asked that the remuneration committee see and have a role in reviewing the director’s personal objectives.
- The committee recommended and the Directors approved the proposal to reduce Anson Jack’s working week from 5 days to 4 and amend his as proposed.
- The committee recommended and the directors agreed to give consent to the Railways Pension Trustee Company Ltd to add the provision of same-sex marriages to the Railways Pensions Scheme.

RSSB.14/34  AOB

There being no further business the chairman concluded the meeting.

Date of next meeting: **Thursday 03 July 2014** at **15:00**hrs, to be held at Block 2, Angel Square.

Signed………………………………….. Date……………

**Chairman**