1. Purpose of the paper

This paper outlines the actions in progress and planned in response to the member and stakeholder feedback, including the recent ComRes survey.

2. Background

The member and stakeholder survey was conducted in July/Aug 2014 by ComRes, with the results presented to the board in September.

The feedback generated by the ComRes survey is consistent with feedback received on a continuing basis from members and stakeholders. Such continuing feedback is essential for a responsive organisation. The ComRes survey cannot replace continuous feedback, but complements it by providing a quantified evidence base, a benchmark for improvement and a wide illustration to members that RSSB is focused on listening and improving performance for members.

3. Challenges

The survey results provide a rich source of data. In analysing the results of the 10 questions across favourability, familiarity and strengths/weaknesses three broad challenges emerge:-

- How to sustain the technical excellence which is so highly rated as a strength (by 31% and across numerous comments)?
- How to increase familiarity with the full range of RSSB’s activities whilst sustaining the high (77%) favourability?
- How to increase speed of response (seen as a weakness by 13%) whilst sustaining the consensus (23%) and independence (13%) strengths?

4. Response

There are 5 principal activities to address these challenges. These are listed below with progress to date and planned activities outlined. Unsurprisingly many of these were initiated in advance of the survey results, which quantified, but did not contradict existing member feedback.
a. **Technical Skills**

Completed/In progress:
- Appointment of Technical Director as owner of current and future skills requirements
- Identification of 10 key skill fields and appointment of technical leaders (as distinct from line management)
- Mapping of current skills requirements and resources in each field

To Do:
- Skills gap analysis
- Mapping future requirements
- Development of career path frameworks to develop both line and technical skills management capability

b. **Organisational and People Development**

Completed/In progress:
- Appointment of professional HR Director to replace transactionally focused activity
- Output and Outcome focused company and personal objectives with supporting KPI’s
- Performance management training for c70 line managers
- 360 appraisal for Senior Leadership Team

To Do:
- 360 Appraisal for all line managers
- Management Development Programme based upon outputs needs of 360 appraisal findings
- Use KPI’s to drive performance improvement

c. **Organisational Design**

Completed/In Progress:
- Creation of a “Products and Services” based structure to switch emphasis from activities to the benefit members derive from RSSB work (see Annex A)
- Combining Risk modelling and much of National Programmes into a System Safety directorate to provide joined-up approach to System Safety
- Establishing a new “Member Engagement Directorate” – see d) below

- Creation of broader Senior Leadership Team, replacing the former “Executive” (See Annex A), allowing promotion of internal talent and recruitment of new talent into key positions, including:
  - Director of Standards to complement internal expertise with external perspective on the use/development of standards and guidance
  - IT Director to address findings of IT Strategy review and provide professional support to deliver IT projects (SMIS, R2 etc).
• Appoint a "Wider Leadership Team (c25) comprising SLT, Technical Leaders (from a) above), Service Leaders (eg CIRAS, sustainability etc) and professional leaders (eg HR, Finance) to allow for broad involvement in strategy and implementation and for management development.

To Do:
• Governance and processes to support culture shift. RSSB has a strong and engaged culture, but can provide more emphasis on improvement and thought leadership.

d. Member Engagement

Completed/In progress:
• Creation of Member Engagement Directorate, headed by John Abbott and including all communications resources
• Redefinition of communications activities and roles. Creation of dedicated member facing roles through the reallocation of resources
• Simplification of brand and product names and clear articulation of RSSB role in supporting industry

To Do:
• Communication and member engagement strategy
• Develop a specific engagement plan for each member including communications channels and relationship review arrangements
• Brief groups and committees on resources and role of RSSB communications/member engagement team
• Develop a new member “start-up” process

e. Research Effectiveness

Completed/In progress:
• Analysis of R&D pipeline and KPI’s
• Established a feedback mechanism capturing and addressing stakeholder feedback on projects in progress
• Established a common entry point for bottom-up R, D & I requests including a single initial evaluation which identifies which mechanisms will be of relevance through the project’s lifecycle

To Do:
• Assessment of R&D pipeline processes
• External evaluation of R&D implementation value assessment
• Develop an R&D communications plan setting out the high level of intent in terms of both objectives, audiences and tactics being used to ensure the outcomes and benefits are better disseminated and benefits understood

5. Recommendations

The board is requested to NOTE the activities and DISCUSS any particular priorities or concerns.
RSSB Senior Leadership Team

CEO
Chris Fenton

Director of Business Services
Helen Goodman

Director of Commercial & Strategy
Anson Jack

Director of Information Technology
To Be Appointed

Technical Director
Colin Dennis

Director of Standards
To Be Appointed

Director of System Safety
George Bearfield

Director of Innovation
David Clarke

Director of External Engagement
John Abbott

Back Office

Front Office
Product and Services Focus

**Back Office**

**Business Services**
- HR
  - People Support
  - Performance Management
  - Talent Management
  - Learning & Development
  - Career Path Framework
  - Recruitment
  - Compensation & Benefits

- Internal IT
  - Infrastructure Support
  - In-house Development

- Internal Comms
  - Internal Comms Strategy
  - Internal Comms Production
  - Internal Comms Advice & Support

- Finance

- Supply Chain & Procurement

- Business Operations

- Change

**Front Office**

**Commercial & Strategy**
- Strategic Planning
- Business Objectives & KPIs
- Commercial Framework
- Contractual Process
- International Liaison

**Research**
- Research Production & Delivery
- Research Partnerships
- Knowledge Analysis

**Standards & Technical Services**
- Standards Management
- Standards Management Support
- New Systems
- Human Factors

**System Safety**
- Safety Data Collection & Modelling
- Safety Monitoring & Analysis
- Safety Guidance & Intelligence Production
- Risk Management Support

**External IT**
- IT Strategy & Architecture
- External Systems Support
- IT Supplier Management
- Business Analysis

**Industry Schemes**
- CIRAS
- Supplier Assurance
- Sustainability
- People

**Innovation**
- Rail Technical Strategy
- Innovation Process Management
- Innovation Culture

**External Engagement**
- External Engagement Strategy
- External Comms
- Stakeholder Engagement
- Professionalising Engagement