

## Annex C Record of Stakeholder Engagement

Within the timescales of this publication the Inquiry invited contributions from a wide range of parties. The Inquiry wrote to interested parties in October 2018 welcoming any comments on Part D of the Network Code and the timetabling process, system operation and programme management of system wide risks. The Inquiry received several written submissions and these were followed-up, where appropriate, with bilateral discussions in person.

There were two workshops: firstly, a high-level session that focused on systemic risk and programme management; secondly, a working-level session with practitioners, hosted and coordinated by RDG, that focused on the detail of timetabling process as laid down in Part D of the Network Code, and potential aspirations for Network Rail's forthcoming review.

The Inquiry also met with expert programme management professionals and the Inquiry is grateful for their engagement. The insights into governance and institutional structure of large scale programmes, including from outside the rail industry, were valuable.

Stakeholders were given a further opportunity to provide written comments on the draft recommendations. This helped to improve the clarity and focus of the document.

A record of stakeholder engagement as part of Phase 2 of the Inquiry is listed below.

Stakeholder	Type of engagement
<b>Arriva Rail London</b>	Response to initial letter
<b>Arriva UK Trains</b>	Response to initial letter Comments on draft sections of the report
<b>Department for Transport</b>	Meetings/telephone calls with ORR Comments on draft sections of the report
<b>East Midlands Trains</b>	Response to initial letter on behalf of Stagecoach Group and Virgin Rail Group
<b>Ernst &amp; Young</b>	Meeting with ORR
<b>First Group</b>	Response to initial letter Comments on draft sections of the report
<b>GB RailFreight</b>	Comments on draft sections of the report
<b>Govia Thameslink Railway</b>	Comments on draft sections of the report
<b>Greater Anglia</b>	Comments on draft sections of the report
<b>Great Western Railway</b>	Comments on draft sections of the report
<b>IPA</b>	Meeting with ORR

<b>Network Rail</b>	<p>Meetings/telephone calls with ORR</p> <p>Response to initial letter</p> <p>Comments on draft sections of the report</p> <p>Comments on draft sections of the report</p>
<b>Nichols</b>	<p>Meeting with ORR</p>
<b>Northern</b>	<p>Response to initial letter</p> <p>Comments on sections of draft report</p>
<b>ORR</b>	<p>Internal workshops on Part D of the Network Code, Passenger Impact, Infrastructure programmes and timetable change and System Operator monitoring</p>
<b>PA Consulting</b>	<p>Meeting with ORR</p>
<b>Rail Delivery Group</b>	<p>Meeting with ORR</p> <p>Comments on draft sections of the report</p>
<b>Rail User Groups</b>	<p>Submissions following stakeholder events in London and Manchester in October 2018</p>
<b>ScotRail</b>	<p>Response to initial letter</p>
<b>Sir John Armitt</b>	<p>Meeting with ORR to provide broader insight and experience</p>
<b>Southeastern</b>	<p>Response to initial letter</p> <p>Comments on sections of draft report</p>

<b>Thameslink Industry Readiness Board</b>	Comments from Chair on sections of draft report
<b>TransPennine Express</b>	Response to initial letter
<b>Transport Focus</b>	Comments on sections of draft report
<b>Transport for the North</b>	Response to initial letter
<b>Transport for London</b>	Response to initial letter Comments on sections of draft report
<b>Transport Scotland</b>	Meeting with ORR
<b>Workshop on Systemic Risks/Programme Management</b>	A workshop hosted by ORR on systemic risks and programme management  Invitees: Abellio, Arriva, Department for Transport, First Group, Freightliner, IPA, MTR, Network Rail, Nichols, Office of Rail and Road, Rail Delivery Group, Southeastern, Transport for London, Transport Scotland, Chair of Thameslink Industry Readiness Board, Virgin Trains
<b>Workshop on Part D of the Network Code</b>	A cross-industry workshop hosted by Rail Delivery Group on Part D of the Network Code  Attendees: Abellio, Arriva, First Group, DB Schenker, Department for Transport, GB Railfreight, Go-Via, MTR, Network Rail, Office of Rail and Road, Stagecoach, Virgin Trains