MEETING: RSSB Board Meeting

DATE: 05 September 2013

SUBJECT: Cross Industry Support for Long Term Strategy

SPONSOR: Anson Jack

1. Purpose

To provide directors with the annual report on the support RSSB provides to industry in the development and delivery of long term strategy with a focus on the long term goals of the industry.

2. Update

2.1 Technical Strategy and Innovation – Goal – Achievement of the 4C’s as updated from time to time (preferably by RDG)

a. Rail Delivery Group (RDG)

RDG has created a Technology and Operations (T&O) Sub Group (as previously reported), and in addition to being represented on the group, RSSB is providing full time support for the next 18-24 months. (See RDG paper at Annex A) In addition RSSB is supporting other RDG work streams by managing research projects to define conditions for Driver Only Operation and to modernise the approach to driver training. As RDG defines the long term goals and shorter term priorities the shape of the research programme will progressively show a clear line of sight between goals, research and delivery.

b. Technical Strategy Leadership Group (TSLG)

TSLG is establishing a relationship with the RDG T&O Sub Group (See Annex A). It is likely that the T&O Sub Group will provide the strategic direction and that TSLG will do, and/or supervise the work to develop and deliver this in the areas of its competence. This is consistent with previous Board discussions over TSLG governance. Membership of TSLG extends beyond the RSSB membership and includes Transport Scotland, Transport for London, Crossrail, Rail Research UK Association and High Speed 2.

We have moved to consolidate the support RSSB provides to TSLG and are working on:

a) making TSLG the focal point for all cross industry RD&I activities,
b) aligning RSSB RD&I capability with relevant Network Rail capability under TSLG

c) aligning TSLG planning with wider industry planning processes (POG).

1 Reducing Cost and Carbon and increasing Capacity and Customer satisfaction
c. **Enabling Innovation Team (EIT)**

We have already announced the merging of the EIT with the RSSB TSLG support activity as a precursor to the wider consolidation of industry RD&I resources around TSLG. A summary of the considerable current activity of the EIT is in the Chief Executive’s report.

d. **Systems Interface Committees**

The annual report of the SICs is presented to this Board as agenda item 10 and shows the significant value that SICs generate for the industry each year, as well as their contribution to longer term strategy. RSSB continues to make significant technical resource, meetings management and research capability available to support the SICs. Responses from SICs to the consultation on the RSSB Strategic Business Plan emphasise the need to continue with this level of resourcing and also show the alignment between the work of the SICs and the long term goals of the industry.

e. **ERTMS national programme**

RSSB provides, though the New Systems team, significant support to the national ERTMS programme – particularly in the area of research and standards development. By agreement with Network Rail, we are moving toward integrating the New Systems Team within the Control Signalling capability of RSSB and changing the mechanism by which this is funded. As directors have commented before, this is a significant area of both opportunity and challenge for the industry and one that we expect to keep significant levels of resource on for the future. We also expect to see more research activity undertaken to help the industry to better define and exploit the opportunities that will arise through the national roll out of ERTMS.

f. **Crossrail – Rail For London- see Agenda Item 8**

2.2. **Sustainable development – Goal – embedding the SD principles in all that we do**

**Sustainable Rail Programme (SRP)**

The SD Steering group has made good progress in moving towards embedding the SD principles in the railway ‘day job’ through inserting them into the HLOS and Industry Strategic Business Plan and (as reported immediately below) getting the requirements for sustainability embedded in the franchise procurement process. Current tasks include the provision of tools and other support to industry and government in measuring and monitoring its performance. Discussion has already been initiated with the RDG T&O sub group to consider the SRP and the role of the SD Steering group going forward.
2.3 Franchising – DFT Goals of procuring increasingly efficient and sustainable passenger train services

**Department For Transport** – RSSB is providing support to DfT on embedding SD, Innovation and Rail Technical Strategy requirements into future franchises – there is also prospective work on the industry skills agenda in conjunction with NSARE who are leading on this.

2.4 Planning – goal – a single integrated and industry supported plan for CP6 and beyond

**Planning Oversight Group** – RSSB is a member of POG, which is working further to align various elements of industry planning, including RSSB (business plan), TSLG (RTS) with DfT, ORR and industry planning cycles.

2.5 Safety – goal to be among the safest railways in the world

This item is actively reported at each board meeting, and includes the relationship with RDG for an annual Industry Safety Meeting, and supports a significant number of resources and working groups, including System Safety Risk Group, research and development to support decision-making and new initiatives, recording and analysing safety data, risk models, horizon scanning including overseas accidents etc.

3 Future developments

Within the consultation on the Strategic Business Plan there was considerable support for aligning RSSB activities and resources around industries’ long term goals and objectives. There was also support for recognising both the short and longer term impacts, and keeping the balance between the two under review to ensure an appropriate allocation of resource and effort. This will become an explicit part of future annual reports

4. Recommendation

The board is asked to **NOTE** the developing relationship and involvement with the RDG, the organisational developments to support TSLG, the overall level of support for the industry long term strategy that is delivered by RSSB and the intentions for future reporting.
ANNEX A

Meeting of the Rail Delivery Group

22 July 2013

Paper 6 (a)

Establishment of the RDG Technology and Operations sub group

Alistair Gordon

Purpose

This paper sets out progress with the establishment of the RDG sub group for Technology and Operations (Tech-Ops). It provides feedback from stakeholder interviews and puts forward the general industry view on the future direction of this sub group.

Background

In April 2013, an approach to establish the RDG Tech-Ops sub group was agreed.

This approach was to meet with as many key stakeholders as possible to attempt to gain an industry consensus. These interviews are now complete and although we found differences in emphasis, there is broad consensus on a way forward. This paper describes the potential for this new RDG sub group.

Scope

RDG mandated that the Tech-Ops sub group should be established to take a proactive approach to identifying and implementing innovative technology in the GB Railway.

Initial thoughts from RDG in April 2013 foresaw the Tech-Ops sub group being responsible for:

- Providing oversight to the work of the Technical Strategy Leadership Group;
- Encouraging research, development and innovation in the industry;
- Identifying cross-industry opportunities with regard to information systems and communications technology;
- Responding to calls for leadership on smart ticketing; and
- Oversight of the work of the National Task Force (NTF)

The key elements of the RDG Tech-Ops sub group

The workgroup covers a broad area and the key groups in scope are:

Technical Strategy Leadership Group (TSLG) - this group has developed the second edition of the Rail Technical Strategy (RTS) – it was first published by the DfT in 2007. The RTS provides a 30 year vision with the potential to transform the railway.

The TSLG is hosted by the RSSB on behalf of the industry and its activities are funded by delegated funds from the RSSB board (representing about half of the grant paid to them by the DfT). In 2012 RSSB, on behalf of TSLG established the Enabling Innovation Team (EIT) using additional funds granted for the purpose by the DfT.

There is a substantial flow of confirmed research funding provided from various sources to enable innovation in UK rail and to enable the RTS.

Chief Information Officers Forum (CIO) – this group was formed relatively recently by senior information systems directors, to explore opportunities to better co-ordinate the activities of industry duty holders and better influence the supply chain.
**National Task Force** (NTF) was established in 2000 and is the cross industry forum for providing performance strategy and engagement with government, it also provides direction to the industry with respect to individual route or TOC improvements and the sharing of good practice.

**Other Groups** within this family were not covered in detail, and would be subject to further work. Many provide standards stewardship and technical change activity. RSSB has recently undertaken a project to review the many groups they facilitate and to ensure that all these groups have clear value statements.

RSSB also facilitates many other cross industry groups that undertake research and development that fall beyond the scope of the TSLG. Network Rail is also initiating several RD&I activities that are not within the scope of the TSLG as they relate directly to NR’s infrastructure manager role.

Industry views

1. This is an opportunity to improve the linkage with RDG, which can provide direction and prioritisation and a championing role. There is also an opportunity to ensure that key issues and trends are communicated into RDG, so it can in turn learn from these expert groups and offer appropriate support;

2. Another industry group should only be created if it delivers value and helps to reduce complexity rather than adding to it;

3. The TSLG has achieved a great deal in the evolution of the RTS, and has a wide representation from across the industry, but it is clear that the RTS is not fully plugged into industry planning. The current links into the GB rolling stock strategy, Planning Oversight Group and industry business plans are weak. TSLG recognise this and have started define a new structure to address this challenge, while recognising that it cannot solve this alone. They also recognise the value RDG could provide in this area. It has already been agreed in 2012 (between RSSB Board and RDG) that RDG should approve the nomination of the chair of the TSLG;

4. The industry must act in a far more structured way to maximise the available research and innovation funding and even more importantly, to exploit and implement the fruits of successful research. RDG should provide direction as the ultimate clients within the GB railway;

5. The NTF is well established and is representative. It has pre-existing linkage with RDG and its scope is tightly defined to the area of train performance delivery. NTF recognise that there is linkage with the TSLG and that this presents an opportunity. The general view was to leave NTF operating within its current remit, with NTF providing further operational impetus to the RTS;

6. The CIO forum is a fledgling group with huge potential and needs to be within scope and helped to prosper;

7. Smart ticketing is established under the direct leadership of David Brown as a ‘find and fix’ single focus work stream on behalf of RDG;

8. Sustainable Development – RDG’s ability to guide and prioritise the sustainable development agenda is limited at present. It is proposed that the Tech-Ops sub group should contain a work stream with responsibility for the Sustainable Rail Programme (SRP) through oversight of the Sustainable Development Steering Group (SDSG); and

9. There is a need for a full time co-ordinator of the work of the Tech-Ops sub group. We are aware of the excellent work done by Walter Roux in the asset management sub group and wish to copy that approach across to this group. The RSSB has offered to fulfil this role.
Conclusion

The principle conclusion of this work supports the April 2013 scope for the Tech-Ops sub group.

This is an area that can be simplified with the following principles:

1. RDG, in consultation with DfT set the broad innovation strategy of GB rail through research activity;
2. The industry through RDG secures funding and maximises the value from it; and
3. The RDG Tech-Ops sub group is formed and adopts the RTS alongside the development and oversight of its delivery, innovation strategy and a search for appropriate additional funding pots. The sub group would meet monthly.

There are proposed to be three work streams, plus NTF which is a special case (see below). Each work stream will liaise with the full time co-ordinator to develop a remit, meeting structure and membership. These work streams will develop plans and proposals to achieve a joining up of industry leadership and direction with the creative, innovative and challenging work that goes on in many places today.

These work streams would be led as follows:-

   a. Innovation and Technical Strategy (Chair TSLG, plus support from the Director of the EIT);
   b. Information Systems – Chair CIO Forum; and
   c. Sustainable Development – Chair SDSG

Note: NTF (chaired by Chris Burchell) would continue to report to RDG via the Sponsor David Brown. The main purpose of having NTF present within Tech-Ops is to provide current operational expertise as client.

In full, we propose the following to be members of the Tech Ops sub group:

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<th>Chair</th>
<th>Alistair Gordon (Keolis)</th>
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<td>Deputy chair</td>
<td>Richard Parry-Jones (Network Rail)</td>
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<td>RDG DG</td>
<td>Director General RDG</td>
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<td>NTF</td>
<td>Chair NTF</td>
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<td>Rolling Stock</td>
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<td>To be nominated by RIA</td>
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<td>TSLG</td>
<td>Chair (nominated by RDG)</td>
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<td>Chair CIO Forum</td>
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<td>Enabling Innovation</td>
<td>Director EIT</td>
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<td>Research</td>
<td>Deputy CEO RSSB</td>
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<td>DfT / TFL</td>
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<td>Civil Engineering</td>
<td>CEO of a leading group</td>
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<td>Planning Oversight Group</td>
<td>Chair</td>
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A structure chart is included in figure 1 below.

Recommendation

RDG is asked to note industry views and to endorse the establishment of the Technology and Operations sub group.
Figure 1: Proposed structure of new Tech Ops sub group