



## **Report on Resilience First Webinar**

**20 May 2020**

**'Keeping the nation on track'**

### **Speakers:**

***Nick King***, Group Director, Network Services, Network Rail

***Dyan Crowther***, CEO HS1 Ltd

### **Chairperson:**

***Tom Meacock***, Client Director, Strategic Rail, Transportation UK & Europe, Atkins

### **Key Messages**

The Covid-19 pandemic had provided an opportunity for reimagining our transport networks, and especially rail, for the future. Fewer passengers overall and less long-distance business travel will mean a different commercial model for the rail industry with new possibilities including: the end of season tickets; full digital ticketing; a more efficient, intelligent, infrastructure; and a switch to freight traffic.

The industry experts spoke of the rail sector as the backbone of the UK economy and the need to protect services and capacity for the future to support economic recovery, enhance resilience and promote sustainability. The key points were:

- Resilience is not just on the agenda, now it is the agenda.
- We need to start reimagining all of our transport systems to ensure they remain agile, resilient and sustainable for the future.
- That agility was evident on 18 May with the creation of new passenger timetables (introducing 4,000 extra services) in a matter of days whereas previously it took 14 weeks to plan. Around 200 retired signallers have been recruited by Network Rail. A new Joint Executive Oversight Team has also become operational to help manage the crisis.
- With rail passenger demand at less than 10% of normal, the whole business model of our railways is being challenged. Internationally, the model has to change from business travel to low-cost, recreational travel in order to compete with low-cost airlines.
- To keep our railways safe and open we are increasingly being data driven with an intelligent infrastructure, allowing us to join up the different data points. On Network Rail, we deploy two helicopters and 3D imaging equipment over 12,000 km of track.
- With fewer passenger trains, it is possible to give freight significantly greater access to the railway with longer, faster trains. This may prove to be one of the ways forward in the future.
- Demand should and will come back. We must not hit the pause button on planned investments. We need to continue to look forward with our investment plans. It needs flexibility and support from the government to get through this period.

- International high-speed rail is a greener alternative to air travel. London to Paris by rail generates 4kg of CO<sub>2</sub> per person compared to 63kg of CO<sub>2</sub> for the same air journey.
- Domestically, the season ticket may now be dead. This is a great opportunity to move over to full digital ticketing.
- We need to ensure a duty of care to protect future services and capacity needs in order to deliver a sustainable transport network for the future.
- We need to exploit the opportunity for high-speed rail to link European cities and ensure the UK remains interconnected with Europe post-Brexit.

The speakers answered a series of questions from the participating audience.

The full video recording can be found [here](#) and the slide decks used are [here](#).

## Biography of Speakers

### Tom Meacock

Tom leads on strategy, business development and sales for our rail sector, he also has key account management responsibility for our relationship with Network Rail.

Tom joined Atkins in 2015 from Balfour Beatty having spent the previous 10 years working on major infrastructure projects with a focus on investment and BD/bidding. Prior to Balfour Beatty Tom was an Assistant Director at Ernst & Young

Atkins' rail team support our clients in delivering right across full life-cycle of an infrastructure project; from the early business case stage through into the design, delivery and then on into operations and maintenance

### Nick King

Nick joined the rail industry in 1986 and has worked in Australia, South East Asia and the UK. During this time, he has been responsible for a variety of roles, including railway operations, fleet service provision and strategy development. Experiences include timetable and roster development, network control, operations management, fleet introduction and fleet asset management. In his last role as Executive General Manager Citytrain, Queensland Rail, Nick was responsible for the safe and reliable operation of the Citytrain Network, along with the strategic management of the operating assets and staff required to be a world class service provider.

Nick joined Queensland Rail in mid-2017 and was responsible for stabilising and improving performance across all KPIs, including Customer Satisfaction, On Time running and Safety. Nick's team also planned and delivered the heavy rail services for the April 2018 Commonwealth Games.

Nick is a Chartered Engineer, holds a BSc (Hons) in Production Engineering and is a Member of the Institute of Engineering and Technology.

### Dyan Crowther

Prior to joining HS1, Dyan was the Chief Operating Officer at Govia Thameslink Railway.

Dyan has worked in several Senior Director roles at Network Rail including Route Managing Director of the West Coast Main Line and Director of Operations. She has over 30 years' experience in the rail industry.

Dyan has a Masters in Transport and Logistics from Salford University and is a member of the Chartered Institute for Marketing and Fellow of the Institute of Leadership and Management. She is also a qualified Executive Coach.

Dyan has extensive experience in the Boardroom having sat on the Board of an NHS Trust for 5 years, been a Trustee for the Railway Children registered charity, and been a member of the British Transport Police Authority. Dyan is currently NED for East West Railway, a Member of the Advisory Panel to Crossrail and a Trustee for Women in Rail.

Originally from Wiltshire, Dyan is married and has three children and enjoys running, extreme walking and travel. Dyan is an active mentor and coach and is passionate about helping people develop their leadership skills.