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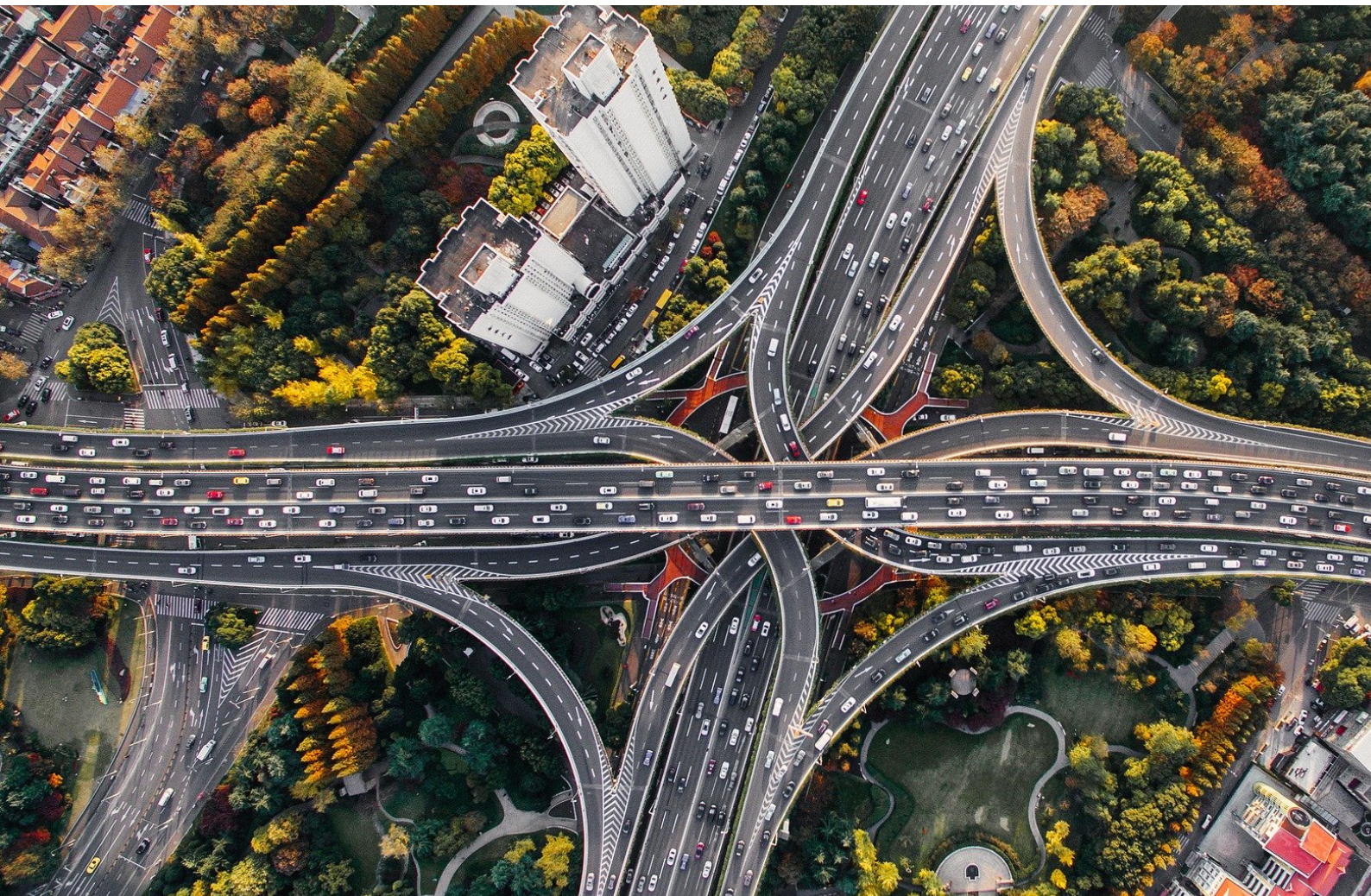
The Whitehall & Industry Group
connecting the sectors

The Whitehall & Industry Group's

Infrastructure Series:

Six months in review

April-September 2020





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Infrastructure Series: Six months in review

As the UK moves into the recovery phase of COVID-19, national infrastructure remains a high priority area for government spending. Alongside the economic recovery, the challenges the infrastructure sector faced pre-COVID-19 have not gone away. As society adapts to new ways of living and working, the demand on infrastructure is also changing.

Delivering change to this vast range of infrastructure areas will require collaboration across the public and private sector, as many of the goals/aims and challenges are the same. One of the focuses of the infrastructure programme is to create a forum facilitating exactly that.

In this particular theme, WIG has covered a wide range of infrastructure topics including:

- Funding of Infrastructure
- Transport and Major Projects
- Housing and Planning
- Digital and Innovation in Infrastructure

The following reports are insights into webinars from WIG's Infrastructure series that took place in April - September 2020. This document will give you an overview of the content covered, unique polling data from our members, and themes that emerged from questions that were raised throughout the presentations.

Best wishes,
Tom Sapsted

Head of Content & Events





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Infrastructure Series

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Infrastructure Series

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'Infrastructure' Series

What is the National Digital Twin?

8 April, 2020

Expert Insight

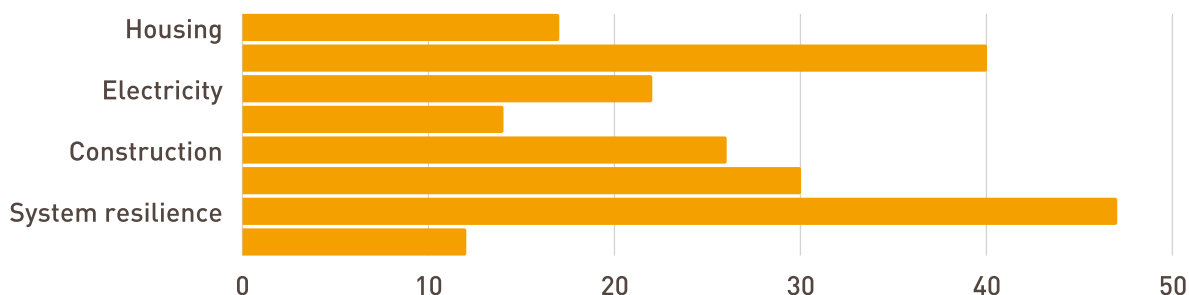
We were joined by Miranda Sharp, Director of Innovation at Ordnance Survey to discuss the National Digital Twin (NDT), in the context of her role on the Digital Framework Task Group. She touched upon points including:

- The NDT as an 'ecosystem' of digital twins, across all sectors and at a national scale, connected to allow secure data sharing.
- Intended to support more effective short & long term decision making in the built environment in the UK; by analysing the information gained by monitoring the physical system to better prepare for future events.
- For example in being able to access digital twins of gas mains, traffic flows and meteorological modelling simultaneously, use of the National Digital Twin system could flag risk areas in flood defences e.g. a weak bridge whose collapse would endanger crucial service delivery.



Cross-sector Opinion

150 WIG members from across the sectors tuned in live, we asked them: how do you feel about the UK's cyber security after this presentation?



Our members' questions

Our members raised some challenging questions the implications and opportunities presented by the national digital twin project, some of the big issues raised included:

- How to effectively tackle data protection and cyber security challenges, and the use of technologies such as blockchain in this space.
- The role of the private sector in driving uptake, and possible need for government leadership.
- The necessity of standards to facilitate collaboration across digital twins.
- The impact of national digital twin project on the development of autonomous vehicles and transport systems.

WIG members can listen to Miranda's presentation [here](#)
To see our full programme of webinars, visit www.wig.co.uk



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'Infrastructure' Series

COVID-19 Sector Updates: Aviation

21 April, 2020

Expert Insight

We were joined by Nigel Milton, Director of Communications at Heathrow Airport to discuss the impact of COVID-19 on the aviation sector. He touched upon points including:

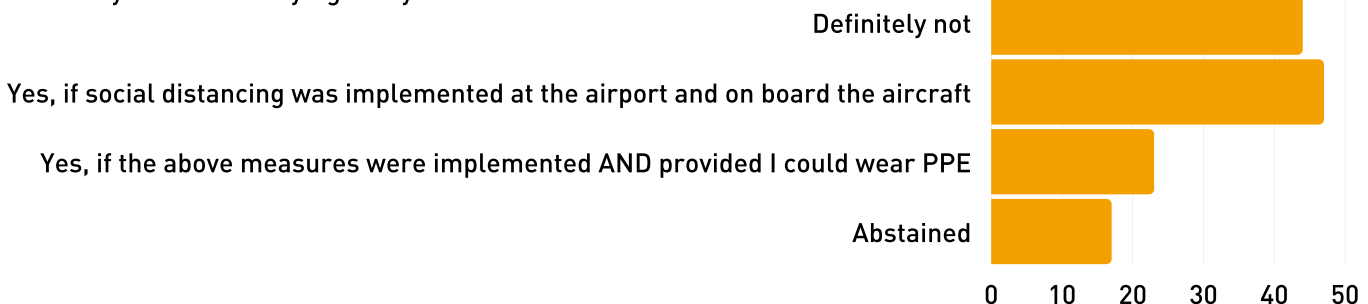


- Whilst UK airport passenger traffic has followed the pattern of decline across Europe, Heathrow Airport has seen a large increase in cargo movements and plays a vital role in maintaining the UK's many and varied supply lines.
- Airports have implemented numerous social distancing and health & safety measures to enhance both passenger and colleague safety, including revised security methods, redesign of spaces, and arrangements for remote working, meaning that people do now have the ability to fly safely. Heathrow Airport is still considering options for improving safety further through health passports and PPE, for example.
- A clear international standard as well as cooperation with other key players to enhance passenger safety when travelling to and from airports are required to avoid confusion and to rebuild passenger confidence

Cross-sector Opinion

Over 180 attendees from the breadth of our cross-sector membership listened in, we asked them:

Would you feel safe flying today?



Our members' questions

Our members raised some challenging questions to be answered as COVID-19 continues to impact the aviation sector, some of the big issues raised included:

- The impact the current situation is having on the UK's supply lines via Heathrow Airport and how airports are working with affected businesses in these difficult times
- What kind of influence Heathrow Airport has on how airlines are managing the COVID-19 crisis and the mitigations they are implementing
- The prospect of further new safety measures, their permanence and their impacts on passenger confidence and profitability
- The speed and shape of recovery that is expected for the industry once travel can resume

WIG members can listen to Nigel's presentation [here](#)

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'Infrastructure' Series

UK2070 - Delivering a Connectivity Revolution 24 April, 2020

Expert Insight

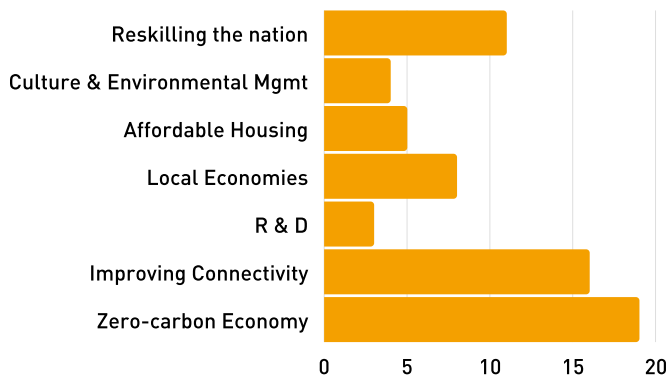
We were joined by Prof. Vincent Goodstadt, Chair, Steering Group, UK2070 Commission to discuss the Commission's final report and take a closer look at how a connectivity revolution is just one of the things required to help reduce regional inequalities in the UK. During his presentation he touched upon points including:

- A disconnect in the current approach to addressing regional growth
- The 10 point action plan recommended by the Commission
- Where the current transport system was not fit for purpose



Presentation Spotlight

Which are the top two priorities for investment in the UK?

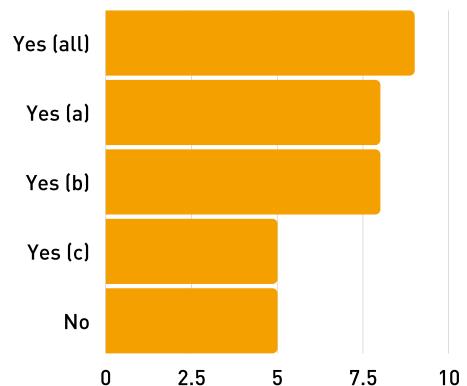


Would you like to see a radical change in the way the country is run in terms of:

(a) devolution of powers to local authorities

(b) local tax raising powers

(c) decentralisation of government to the English regions?



Our members' questions

Our members raised a number of questions particularly around devolution, and the impact of the COVID-19 pandemic on infrastructure investment, some of the big issues raised included:

- The role of the private sector in delivering this agenda in a post-COVID world
- Short term spending on combating COVID-19 affecting longer term infrastructure investment
- The extent to which new infrastructure investment projects should be prioritised over upgrading existing systems. For example investing in HS2 vs modernising and increasing capacity on existing lines, or driving for 5G rather than focusing on universal 4G and broadband infrastructure.

WIG members can listen to Vincent's presentation [here](#)
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'Infrastructure' Series

Understanding the Industrial Decarbonisation Challenge

6 May, 2020

Expert Insight

We were joined by Dr Bryony Livesey, Challenge Director, Industrial Decarbonisation at UK Research and Innovation (UKRI). Dr Livesey provided an overview of the challenge, where it sits within the wider context of the Industrial Strategy and the UK's aim of net-zero 2050, and where it presented opportunities for industry to get involved.



Some of the areas covered were:

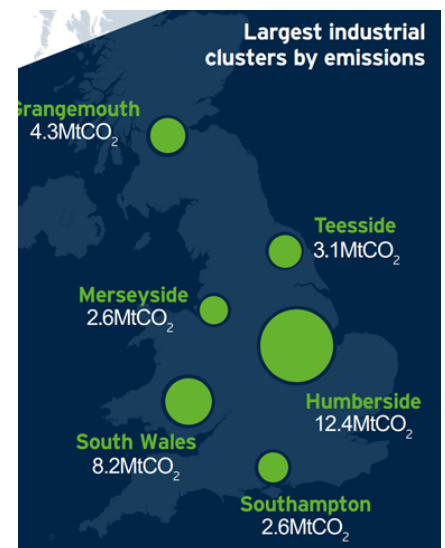
- Total budget of £170m (public funding) + £260m (industry matched funding)
- Three workstreams: Deployment, Cluster Plans, and a newly established Research and Innovation Centre
- An overview of stage 1 projects

Presentation Spotlight

During the presentation, Dr Livesey explained how the challenge would focus on the 'industrial clusters' outlined in the graphic.

These are all located near the coast to allow for carbon dioxide storage in the ocean.

This raised the wider question of "Is carbon capture and storage a long-term, sustainable solution or is it a stop gap until we find ways to not produce the carbon in the first place?"



Our members' questions

Our members raised a number of questions around the challenge and decarbonisation, some of the big issues raised included:

- How the challenge was interacting with other government policies around decarbonisation
- Whether plans varied from region to region and what sort of role local authorities had to play
- The impact of COVID-19 on the decarbonisation agenda
- Whether there would be opportunity for cluster collaboration and where there would be incentive for industry

WIG members can listen to Bryony's presentation [here](#)
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'Infrastructure' Series

Increasing private sector investment into sustainable city infrastructure

12 May, 2020

Expert Insight

We were joined by Richard Abadie, Partner and Global Head of Capital Projects and Infrastructure, PwC, to share some insight into the role of private sector investment in sustainable city infrastructure development. During his presentation he touched upon points including:

- City infrastructure and the rapid increase in urbanisation - the impacts this has on both the environment and living standards
- Attracting investment - what are the enablers and the challenges
- The impact of COVID-19 on infrastructure development - what recovery looks like



Presentation Spotlight

A lack of investment in infrastructure is a key barrier to growth. Key observations from PwC:

- Need for implementation of integrated programmes of infrastructure investments, particularly housing and integrated local transport systems, with an overarching focus on sustainability
- Lack of influence over skills v policy, lack of investment in infrastructure and lack of affordable housing are barriers to local growth
- Autonomy to allow for local decision-making is key for empowering cities

Good growth for cities 2019

Highest ranking cities	Top 10 improvers
Oxford	Bradford
Reading	Liverpool
Southampton	Norwich
Bristol	Newcastle
Milton Keynes	Cardiff
Aberdeen	Swansea
Edinburgh	Wolverhampton & Walsall
Swindon	Brighton
Cambridge	Hull

Our members' questions

Our members raised a number of questions around attracting investment, some of the big issues raised included:

- The importance and ease in attracting investment into private micro-grids (power, water, waste) across households and small businesses
- How to attract investors into riskier greenfield projects given the preference is for lower risk projects and whether this was a problem because government borrowing appears relatively cheaper than private
- Whether the absence of pipelines of investible projects was a problem and should more be done to improve the quality of projects in pipelines and make them more visible to prospective investors
- Whether social changes as a result of Covid-19 will impact the overall demand for new infrastructure

WIG members can listen to Richard's presentation [here](#)
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'Infrastructure' Series

Decarbonising Freight, the Challenges and Opportunities of Future Mobility

14 May 2020

Expert Insight

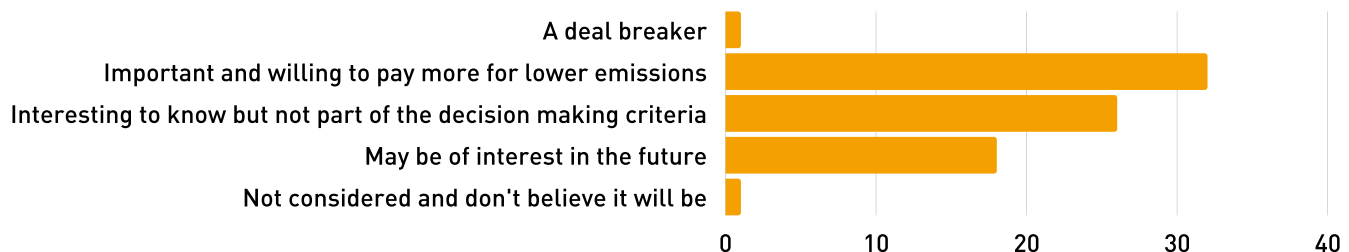
We were joined by Alan Tinline, Head of Environment at Associated British Ports, to discuss how the freight sector is progressing towards net-zero, and what the role of British ports will be in the UK's decarbonisation efforts. He touched upon points including:

- The need for industry and government to utilise existing low/zero-carbon technologies while they continue to innovate. Using the electric 'milk float' as an example, we must think creatively to get the most out of existing infrastructure.
- Though progress has been slow, low emissions in the supply chain and transportation of goods is increasingly becoming an important part of the decision making process for both business and personal purchasing. As public pressure mounts for movement on decarbonisation targets, we are also starting to see a situation in which client demands are pushing businesses to reduce their carbon intensity.
- To empower organisations to make concrete net-zero targets, there is still a great need for new technologies, capable of removing the current dependency on carbon and fossil fuels.
- Hydrogen clearly has significant manifold benefits environmentally, especially if it can be produced from the right source. With the ability to be carbon neutral, zero-emissions, and to store energy it is something that we should expect to see climbing the agenda rapidly over the next few years.



Cross-Sector Opinion

How important are low emissions in the supply chain/transport in your decision making during personal purchasing?



Our members' questions

Our members asked some challenging questions. Some of the issues raised included:

- Creating a global dialogue between port and freight operators from different countries, to compare and share approaches on decarbonisation
- Ensuring that businesses and customers collaborate to achieve carbon reduction targets
- Harnessing automation to assist the industrial decarbonisation process

WIG members can listen to Alan's presentation [here](#)
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'Infrastructure' Series

Carbon Capture, Utilisation and Storage,
a Cross-Sector Approach

20 May 2020

Expert Insight

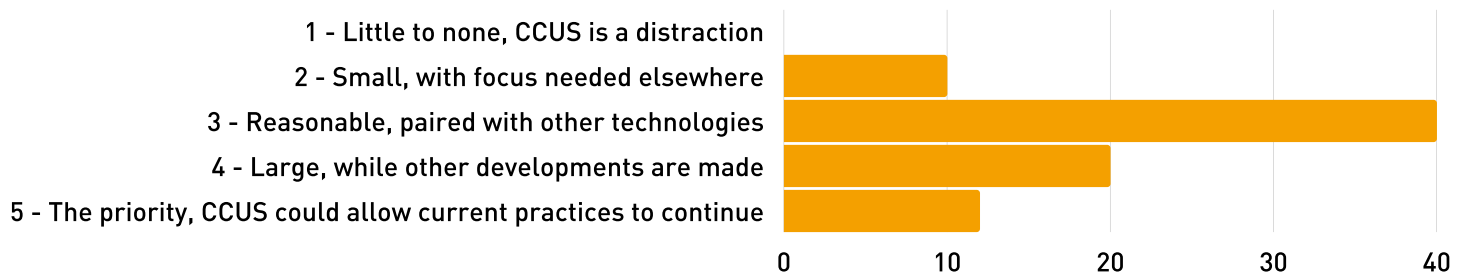
We were joined by Torbjørn Klara Fossum, Low Carbon Solutions Lead, Equinor and Will Lochhead, Deputy Director, Hydrogen and Industry CCUS Business Models and Projects, Department for Business, Energy & Industrial Strategy, to discuss the role of Carbon Capture, Utilisation and Storage (CCUS) in the decarbonisation process. Our speakers touched upon many points including:

- The need for industry and government to utilise existing low/zero-carbon technologies while they continue to innovate. Using the electric 'milk float' as an example, we must think creatively to get the most out of existing infrastructure.
- CCUS is not only central to achieving current net-zero targets, but also has a powerful role in transitioning to a low-carbon economy. On top of its revenue generating potential, CCUS projects could create high-value jobs across the UK and enhance industrial regions and competitiveness.
- With great storage capacity on the Continental Shelf, strong natural gas infrastructure that could be used for Hydrogen, and some of the world's leading research and innovation centres, the UK is well placed to become a world-leader in CCUS capabilities.
- International collaboration is vital to the complex task of accelerating CCUS globally. The successful deployment of CCUS will require trust, openness and transparency between governments and vast collaboration across the sectors.



Cross-Sector Opinion

On a scale of 1 to 5 (5 being considerable, 1 being little to none), how large a role should CCUS play in decarbonisation planning?



Our members' questions

Our members asked some challenging questions. Some of the issues raised included:

- The role that carbon utilisation could play in reducing storage costs and generating revenue from carbon capture
- Ensuring large industries that would benefit from CCUS, but are based away from 'decarbonisation clusters', can participate in the future of green technologies and CCUS
- Including the public in the deployment of CCUS to create healthy dialogue around the fears of green technology

WIG members can listen to Torbjørn and Will's presentation [here](#)
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'Infrastructure' Series

Levelling up infrastructure - unlocking opportunities in living standards

26 May, 2020

Expert Insight

We were joined by Dave Innes, Head of Economics, at the Joseph Rowntree Foundation, as he discussed the importance of the levelling up agenda. In particular, Dave focused on the vital role that levelling up infrastructure has to play in reducing poverty and unlocking opportunities to improve living standards.

Some of the key areas he discussed were:

- The importance of the £4.2 billion urban transport fund outlined by government
- The links between productivity, transport and poverty
- The impact of COVID-19 on the levelling up agenda and future public spending



Presentation Spotlight

"After COVID-19, levelling up will still be the single biggest challenge we will face as a country"

Before housing costs poverty rate (%) by nation and region 2016-17 to 2018-19



Our members' questions

Our live cross-sector audience put questions to Dave, some of the big themes included:

- How to encourage people to stay or even relocate to areas which need investment, how to counter the London/South East draw
- The interface between benefits regimes and the required recommendations which were made
- What good skills investment had gone before and could be replicated
- What impact COVID-19 and a change to ways of working may have of the demand for infrastructure moving forward

WIG members can listen to Dave's presentation [here](#)
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'Infrastructure' Series

COVID-19 Sector Updates: Telecoms
27 May, 2020

Expert Insight

We were joined by Simon Miller, Head of UK Public Policy at O2 Telefonica to discuss the impact of COVID-19 on the telecoms sector. He touched upon points including:

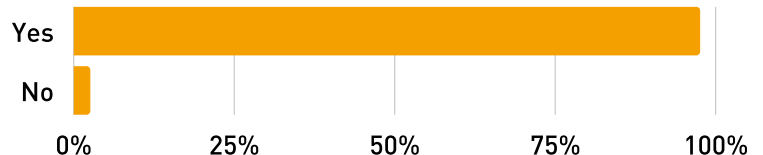


- As a result of the COVID-19 pandemic, the demand on networks has not only surged but also changed shape in terms of its location and peak times. Nevertheless, networks are holding up well.
- Fake news, mast attacks, and access to sites have presented further challenges to the industry.
- The industry has been working productively with government through regular and structured communications and by supporting public policy priorities. More work between the industry and government is to come and should remain collaborative even after the crisis is over.
- For effective policy-making post-pandemic, planning policy needs to be built to support the provision of digital connectivity for everyone, and the system of regulation should focus on driving investment up rather than tariffs down. It would also be time to consider a separate department for infrastructure.

Cross-sector Opinion

Attendees from the breadth of our cross-sector membership listened in, we asked them:

As a result of COVID-19, would you want to see public policy give greater priority to supporting digital infrastructure as an element of national infrastructure?



Our members' questions

Our members raised some challenging questions to be answered, some of the big issues raised included:

- The impact of COVID-19 on backhaul and fixed networks.
- The impact of increasing and changing demand for digital connectivity on planning policy, demand for new infrastructure to facilitate this and concerns for network capacity.
- Challenges for supporting business and communities with their reliance on digital connectivity.
- Government proposals for Smart Data in telecoms.
- Prioritisation of network traffic.
- The implementation of a permanent emergency crisis text message system.

WIG members can listen to Simon's presentation [here](#)
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'Infrastructure' Series

COVID-19 Sector Updates: Construction

28 May, 2020

Expert Insight

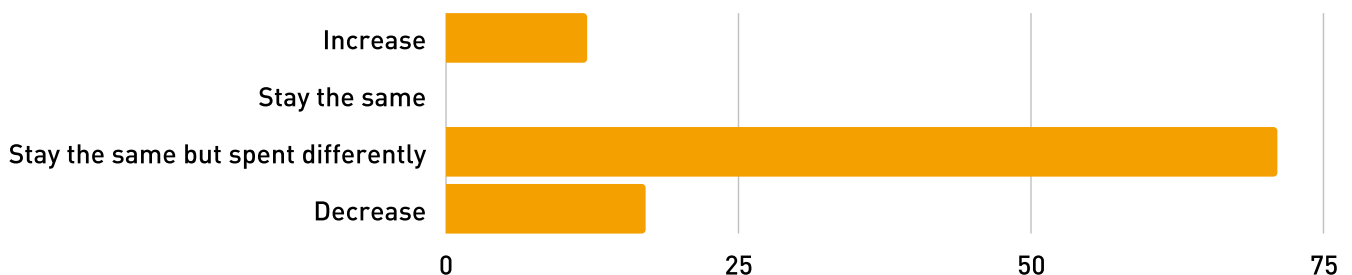
We were joined by Katy Dowding, Executive Vice President, Skanska, for a webinar reflecting on the impact that COVID-19 is having on the construction sector. Discussing where there are opportunities for the construction sector to work with government, Katy touched upon many points:

- One of the early challenges was managing conflicting information coming out at high speed, and having leaders with expertise across fields to compute it
- The ability for construction to perform is hugely dependent on the supply chain, and required rapid adaptation to the changing interdependencies of different players, from suppliers to those on-site
- Adapting to the COVID-19 crisis has taught firms important lessons around off-site construction, remote and home-working, and digital competency. To survive in a post-COVID world, we need to capture and carry these into the future
- Coordinating to ensure the safety of workers and members of the public has created new levels of trust and cooperation between government and industry; a new era of collaboration



Cross-Sector Opinion

Attendees from the breadth of our cross-sector membership listened in, we asked them: Over the next 2 years, do you expect your demand for Construction and Property to:



Our members' questions

Our members asked some challenging questions to be answered, some of the issues raised included:

- How to ensure the new found unity of the diverse construction sector survives beyond the crisis, and remains a united voice to Government
- Whether now is the opportunity for widespread adoption of off-site construction and new approaches to working 'in construction'
- Understanding how the impact of COVID-19 on the construction sector might change the skills landscape

WIG members can listen to Katy's presentation [here](#)
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'Infrastructure' Series

The National Infrastructure Strategy
- key considerations for a modern Britain
2 June, 2020

Expert Insight

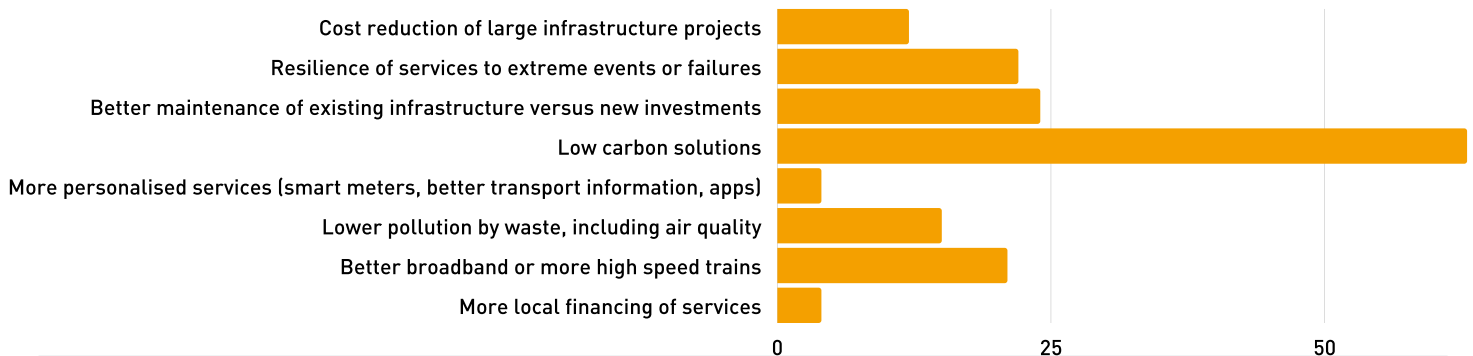
We were joined by Professor Brian Collins, Professor of Engineering Policy and Director of the International Centre for Infrastructure Futures at UCL. He touched upon points including:

- Resilience, Preparedness and Adaptability - our infrastructure has been found wanting, even more so as we look to move to low carbon and new ways of living, moving and working. Our infrastructure needs to fit the people who use it.
- The need for a joined up approach to net-zero carbon targets across all of the sectors.
- The need for better ways of engaging the public to understand what is needed for the future, in particular the views of younger generations as they will be the users along with their children and grandchildren.
- Data and information are paramount to ensuring infrastructure resilience and there is a bigger role for this to play in future infrastructure development.
- Sovereign capability and the impact of COVID-19 on our ability to build and maintain utilities.



Cross-sector Opinion

Attendees from the breadth of our cross-sector membership listened in, we asked them: which do you feel are the top two priorities for national infrastructure?



Our members' questions

Our members raised some challenging questions to be answered, some of the big issues raised included:

- How we can enable whole-life carbon management as an essential and routine aspect of all new infrastructure projects.
- Whether the UK systematically benchmarks performance on infrastructure development with other countries facing similar challenges.
- How we make a cogent business case for resilience and whether there was more work to be done on understanding the economic value of resilience rather than the cost of lack of resilience.
- The role of regulators in driving the right agendas for the required behaviours.
- Whether sovereign capability has been sacrificed for the sake of cost reduction and if this was something we need to restore.

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'Infrastructure' Series

SMART LEEDS - Building a smart city

17 June, 2020

Expert Insight

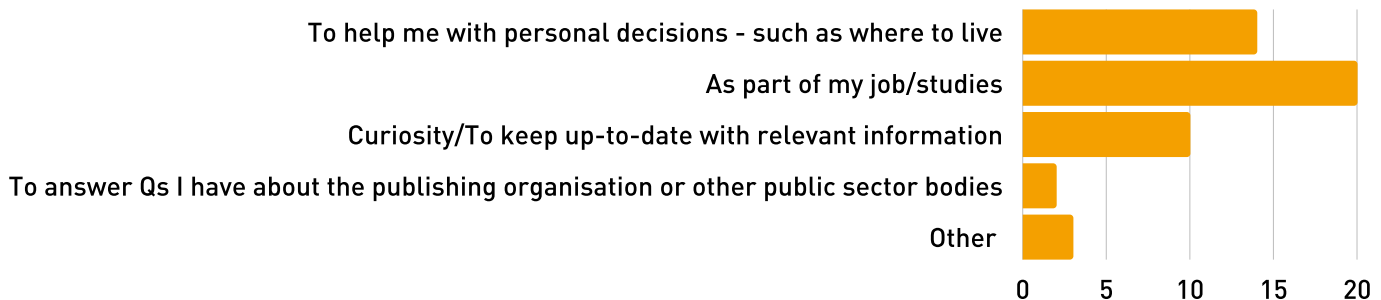
We were joined by Stephen Blackburn, Data & Innovation Manager, Leeds City Council to share insight into the work being undertaken through the SMART LEEDS programme, as the council strives to make Leeds the best place to live, work and visit. He touched on points including:

- The foundations of the programme, built around open data, digital inclusion, and collaboration.
- The living labs or 'mini smart cities' which have been established to trial initiatives before being deployed at scale.
- The key priority areas for Leeds, including health & wellbeing, housing standards, travel & transport, and climate change.
- The success of some initiatives such as Careview, an app which helps address social isolation, which has now been picked up by other cities across the UK and Europe.



Cross-sector Opinion

Over 70 WIG members from across the sectors tuned in live, we asked them: What would be the main reason you would search for information on a city or national data repository?



Our members' questions

The attendees raised a number of important questions, some of the issues discussed included:

- How the Full Fibre Network is funded and the timescale of funding income and spend.
- Where Leeds City Council has had success in getting the private sector to release data and any tips in how to succeed.
- The extent to which the consideration of cyber security issues is built into the development of smart city projects.
- The most appropriate funding channels for smart concepts/ innovative propositions and whether going forward it will be about making them self-funding.

WIG members can listen to Stephen's presentation [here](#)

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'Infrastructure' Series

COVID-19 Sector Updates: Energy

22 June, 2020

Expert Insight

We were joined by Peter Mather, Group Regional President of Europe and Head of Country, UK at BP, as he discussed the impact that COVID-19 has had on the energy sector, and what this means for BP's net-zero commitment. Please find some key points of the discussion below:



- With an oversupply in oil and gas of around 10%, prices were already dropping below many companies' break-even points before the COVID-19 pandemic created a huge loss of demand.
- The combination of over-supply, COVID-19, demand shock, and net-zero efforts presented the energy sector with a perfect storm. Since then, supplies of oil and gas have decreased with the oversupply problem being eased, while demand has steadily picked up again.
- With the pressure to keep the economy going, the energy industry was incredibly strict on the spread of COVID-19 and began testing very early on, taking a 'test-and-wait' approach.
- With an international flow of workers and products, there has been an enormous need for collaboration with government, which has been very successful. For example, collaboration with Westminster and the Scottish Government allowed international shipping to continue.
- After the 2008 financial crisis, the climate agenda fell away. This may have been due to the fact that a commitment to net-zero was not embedded in policy and civil society. In 2020, we have strong environmental commitments, and this time round, the energy sector has been driving towards net-zero, looking at how to 'build back better'.
- However, while there is optimism across the industry, there is a long road to recovery for the energy sector. Small and medium-sized firms are set to struggle, with bigger companies already announcing job losses of up to 25%.

Our members' questions

Our members raised some challenging questions to be answered, some of the big issues raised included:

- The nature of a clean, resilient recovery and the spending commitments needed to achieve it
- Reskilling and new jobs as a huge benefit of the 'new' energy sector, and their role in a COVID recovery
- As relatively renewable-energy-intense, the challenges of kickstarting a green hydrogen economy

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'Infrastructure' Series

Keeping Britain's railways moving
through COVID-19 and beyond
9 July, 2020

Expert Insight

We were joined by John Larkinson, Chief Executive, Office of Rail and Road to discuss the regulator's role in keeping rail services moving throughout this pandemic and beyond. He touched upon points including:

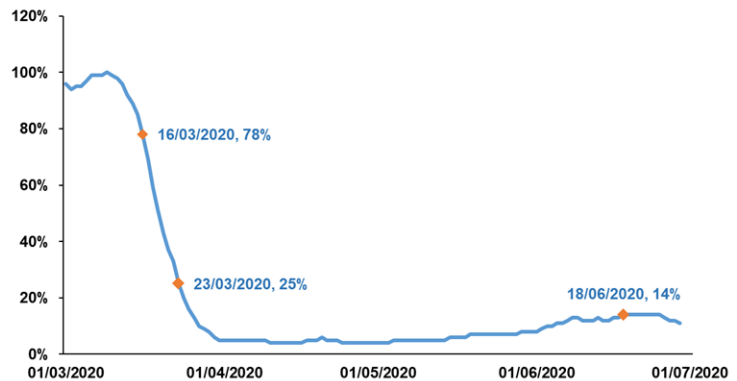
- The initial industry response being quick, decisive and impressive
- Services are now back operating at c.85% however demand is low and future demand remains uncertain
- Whether there would be buy-in for reform in pricing and scheduling to reflect the changes to demand and costs of running services for reduced capacity
- The role of rail in 'build, build, build' and the impact of decarbonisation of the rail sector



Presentation Spotlight

The impact of COVID-19 on rail passenger journeys is severe. Even as restrictions ease, journeys are only at 14% capacity when compared to the equivalent week in 2019

Rail passenger journeys (seven-day average) as a percentage of the equivalent week in 2019



Our members' questions

Our members raised some challenging questions to be answered, some of the big issues raised included:

- Whether a re-balancing of capacity between freight and passenger traffic was needed given the decline in passenger traffic
- The potential impact on major projects and future investment as a result of the significant decline in passenger numbers
- How TOCs will deal with ensuring social distancing whilst balancing the needs to transport commuters to their final destination as people start returning to the workplace
- The impact of COVID-19 on the Williams Rail Review and other policy reforms
- The positive opportunities for the rail sector to come out of COVID-19

WIG members can listen to John's presentation [here](#)
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'Infrastructure' Series

In conversation with: Dame Deirdre Hutton,
Chair, Civil Aviation Authority

29 July, 2020

Expert Insight

We were joined live in studio by Dame Deirdre Hutton, Chair, Civil Aviation Authority, for an exclusive farewell valedictorian presentation. Dame Deirdre reflected on her 11 year tenure as Chair of the UK's aviation regulator, sharing lessons learned from natural disaster crises, to the current COVID-19 pandemic and the role of strong leadership. A few insights she shared included:

- Some context-setting of the UK aviation industry pre COVID-19: passenger numbers had been increasing every year for the past seven years, with 284 million travellers projected to increase to 434 million by 2050. This means the industry will contribute significantly to the creation of jobs and adoption of new technologies.
- That the aviation industry will need to become greener in order to survive.
- Her key takeaways from three crises in particular; the Icelandic volcanic eruption, the Thomas Cook repatriation, and the current pandemic.
- The role of the Chair and what successful leadership looks like.



Presentation Spotlight



"Leadership is about the culture that you build day-to-day. Crises are when you find out if that's worked."

"Whether leading through crisis or business as usual, leadership is actually about what you enable others to achieve."

Our members' questions

Those who tuned in live had the opportunity to put their questions to Dame Deirdre. Some of the big topics included:

- The impact of leaving the European Union Safety Agency and how prepared the CAA is for this new responsibility.
- Whether electric planes had a future in UK aviation.
- Advice for those starting their career in aviation during this challenging time.
- Whether there would be more point-to-point flying outside of main corridors likely to happen in the future.
- Advice for young females looking to establish themselves as leaders.

WIG members can listen to Dame Deirdre's presentation [here](#)
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'Infrastructure' Series

The Outsourcing Playbook V2.0

30 July, 2020

Expert Insight

We were joined by Meryl Bushell, Crown Representative at the Cabinet Office, and Matthew Browne, Deputy Director of the Outsourcing Programme at the Cabinet Office, to discuss the launch of the second version of the Outsourcing Playbook. Our speakers touched on many interesting points, including:

- The original Outsourcing Playbook published in February 2019 provided new central government guidance on outsourcing. It identified four key opportunities for improvement: (1) setting projects up for success from the start, (2) improving resilience in markets and suppliers, (3) reforming capabilities, and (4) having resolution plans ready. 11 key policies were launched to provide a basis for successful outsourcing in the future.
- The Outsourcing Playbook is a living document, and thus the second version of the Playbook was launched to build upon the 11 original policies. This included: additional guidance on the challenges of insourcing and reframing of the 'Make or Buy' policy as Delivery Model assessments, increased focus on wider government commercial policy priorities including driving innovation and social value, a new chapter on building and maintaining successful relationships, and guidance notes to provide deeper and richer information in support of the original 11 key policies.
- The Cabinet Office is continuing consistent implementation of the Outsourcing Playbook's policies across government using a 3-pronged approach. This involves delivering a suite of training across government departments covering all the policies set out in the Playbook, providing commercial experts for specific project support across government, and ensuring that compliance processes within the Cabinet Office also reflect the policies set out in the Playbook.
- Going forward, the Cabinet Office is looking to build upon the success of the Outsourcing Playbook by moving towards a 'sourcing playbook', which would apply beyond the typical outsourcing sector and possibly to the wider public sector, including local authorities and the NHS.



Our members' questions

Our members posed some challenging questions to be answered. The issues raised included:

- Lessons learnt about outsourcing during the COVID-19 pandemic
- The culture change required to move from procuring at the cheapest rate to ensuring the greatest value for all parties
- Supporting the levelling up agenda, and the link to the requirement of social value
- Ensuring correct contracts are used and addressing issues that arise due to not drafting specifications precisely enough
- Engagement with the private sector for development and implementation of the Playbook
- Mandatory compliance with the Playbook
- Considerations for supporting public managers running sourcing analysis

WIG members can listen to the presentation [here](#)
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'Infrastructure' Series

Tackling the housing crisis through digital technologies and OSM

25 August, 2020

Expert Insight

We were joined by Dr Gemma Burgess, Director, of the Cambridge Centre for Housing and Planning Research at the University of Cambridge to discuss the current housing crisis, Off-Site Manufacturing (OSM) and Building Information Modelling (BIM). She touched upon:

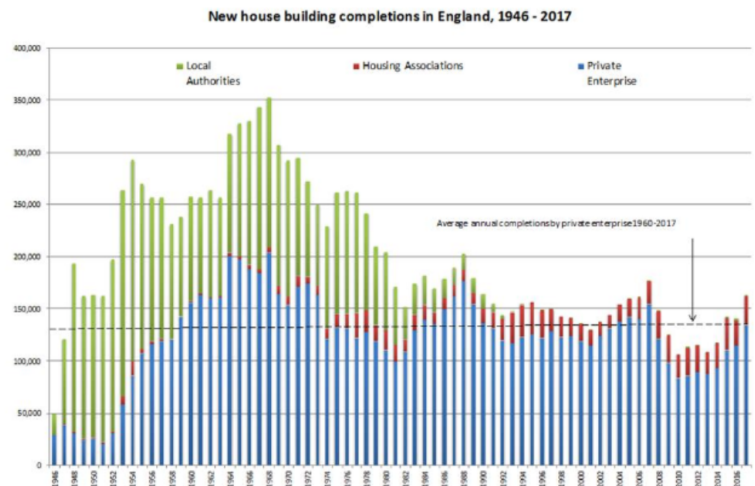


- The Industrial Strategy emphasises the need to move towards house building with more innovative approaches.
- The potential benefits of OSM and BIM is the possibility of building at scale: at a faster rate and at a higher quality, along with cost advantages from economies of scale, improved health and safety, increased sustainability and the potential to increase jobs in regional areas.
- There are constraints however, financial costs in particular. There is a high initial cost of BIM and lenders tend to prefer lower risk "tried and tested" methods. The industry structure along with organisational resistance and public demand also impacts this.
- Increasing awareness of OSM and BIM is needed to boost uptake, along with providing evidence to demonstrate the immediate and long term benefits.

Presentation Spotlight

One third of PRS homes are considered "non-decent".

(DCLG, 2017)



Our members' questions

Those who tuned in live had the opportunity to put their questions to Dr Gemma Burgess. Some of the big topics included:

- How can the choice of building materials in OSM make a difference, especially within increased overheating in summer becoming as concerning as keeping warm in winter.
- To what extent can digitalisation enable factories to bring together traditional but modern methods in construction.
- International examples and what we can draw and learn from others.
- How do we collaborate more effectively between industries to work together
- If there is anything that can be done to better accommodate decision makers to take bigger risks going forward.

WIG members can listen to Gemma's presentation [here](#)

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