

Routes into Rail Group – Terms of Reference

Context

The Routes into Rail (RiR) group was constituted in February 2014 in response to evidence of a developing acute and critical skills shortage in the railway industry.

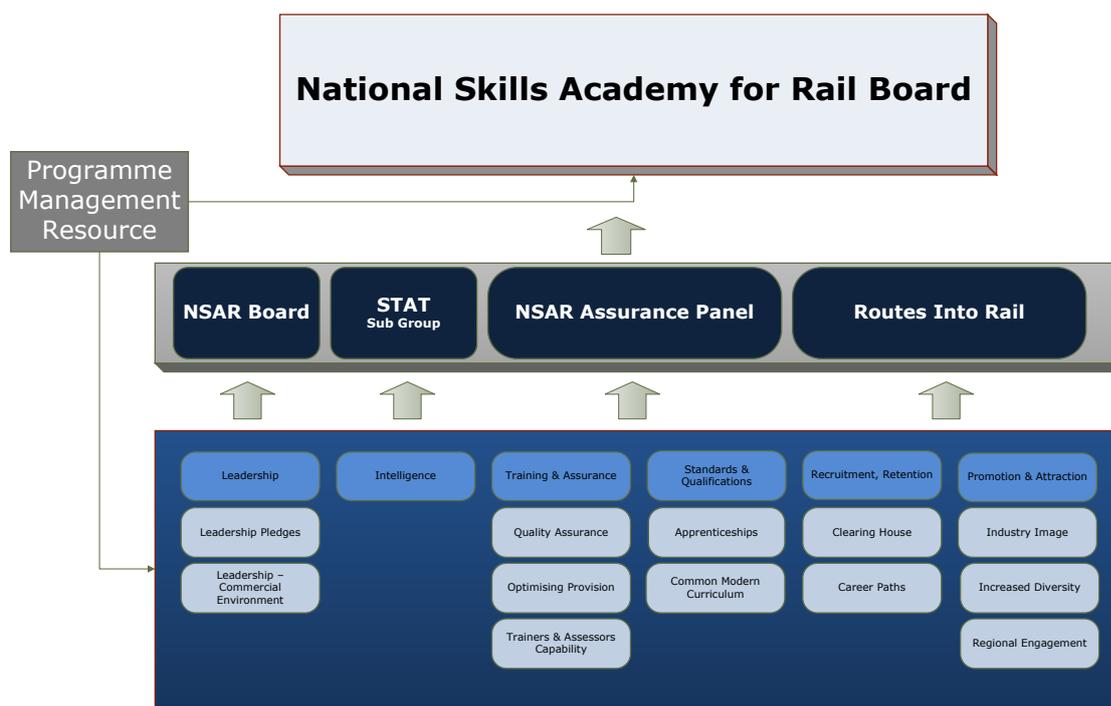
RiR was formed by the amalgamation of two pre-existing groups both working to encourage the brightest students in schools and universities to choose a career in the rail industry, including: IMechE, IRSE, PWI, REF, RRUKA, YRP and RSSB.

Over the last two years, RiR has had some significant successes, especially the 'What I always wanted' [promotional video](#), the University presentations and the initial development of an online tool (www.routesintorail.co.uk).

As part of a wider work being led by RSG and RDG; NSAR facilitated the development of the sector skills delivery plan. RiR is seen as key in forming part of the solution by the sector, building on its success, in addressing the skills challenge. To do that RiR should adapt to meet industry needs to deliver the Recruitment & Retention and Promotion & Attraction elements of the Rail Sector Skills Delivery Plan, developed in response to the Transport Infrastructure Skills Strategy (TISS).

Governance

RiR will form part of the governance structure that has been put into place to manage the Rail Sector Skills Delivery Plan (see diagram below). RiR will be the steering group for all Promotion & Attraction and Recruitment & Retention activities by steering the five workstreams related to these programmes of delivery.



Scope

Addressing promotion and attraction, recruitment and retention activities on behalf of the rail sector to address the skills challenge on behalf of RDG, RSG and TFL **at the system level** as identified within the Rail Sector Skills Delivery Plan. The group will collaborate with educational organisations and emerging providers such as universities, colleges, UTC, professional institutions and schools, digital channels as well as other NGOs such as STEMNET, WISE etc.

The group will not address individual organisations activities and will not compromise individual brands.

Where possible the activities will collaborate with existing initiatives within and outside rail to reduce duplications.

Aim

RiR will:

1. Act as the strategic steering and co-ordination group for sector Promotion & Attraction and Recruitment & Retention activities. It will focus on five specific areas within the programme delivery theme – **Industry Image, Regional Engagement, Increased Diversity, Clearing House and Career Path.**
2. Provide a focus point for industry discussion and horizon scanning with regard to its scope.

Responsibilities

- Oversee the workstreams in order to meet outcomes and deliverables as defined in the Rail Sector Skills Delivery Plan and TISS.
- Steer the strategic planning & delivery of the workstreams.
- Make decisions and recommendations to the NSAR board in line with the group's scope and key milestones.
- Review and provide support on the NSAR team who will deliver the work on behalf of sector.
- Horizon scan and provide a strategic view of promotion & attraction and recruitment & retention within/ outside rail.
- Provide oversight of research, campaign and engagement within its workstreams.
- Create links to related external initiatives/ structures and promote work within its remit.
- Implement and pilot where appropriate, the outcomes from the workstreams within members' organisation.
- Work with NSAR intelligence unit and appointed agency to set & support industry KPIs and metrics.
- Identify & source funding.
- Seek & review feedback on messages sent externally to target groups.

- Industry stakeholder engagement, promotion and management.

Operation

RIR will meet every 8-12 weeks 4 hours (maximum), nominally 2 weeks before NSAR Board Meetings. During significant activities, it may be necessary to meet monthly to approve stage plans and review the progress. Wherever possible, these additional meetings will take place via a telephone conference.

A quorum for an RIR meeting is defined as 50% of the membership, plus one. Virtual attendance to meetings is acceptable to make up the quorum. Where attention is drawn to a loss of quorum, the meeting may be adjourned until such time as the Chair may determine.

Members are required to be fully prepared for each meeting, having read the documentation in advance, and to make every reasonable effort to attend each meeting.

The group will be facilitated by NSAR.

The group may consider a task and finish sub groups to deliver specific projects from time to time.

Membership

Membership consists of the following industry stakeholders:

Name	Organisation
Neil Robertson	NSAR
Aoife Considine	Young Rail Professionals (YRP)
Neil Franklin	NSAR
Adeline Ginn	Women in Rail (WR) / Angel Trains
Jeanette Miller	Network Rail
Lorraine Martins	Network Rail
Dominic Luddy	HS2
Clair Mowbray	National College for High Speed Rail
Peter Loosley	The Railway Industry Association (RIA)
Rob Hopkin	Rail Alliance
Rob Kirk	Rail Delivery Group (RDG)
Elaine Clark	Regional Railway Forums
Andrew Boagey	Professional Institutions
Dr Stuart Hillmansen	Rail Research UK Association(RRUKA)
James Selwyn	DfT
Heidi Catlin	DfT
Fiona Tordoff	The Institution of Railway Operators

Tricia Wright	TfL
Ivan Youd	Department for Business, Energy & Industrial Strategy
Shamit Gaiger	NSAR
Damon Snell	RSSB

Working together

In order for RIR to function effectively, core members are required to:

- Bring personal and professional industry domain knowledge to RIR to enable a competent, supportive and challenging debate.
- Where appropriate, network in advance of RIR to ensure that a wide sector consensus is reached on items being discussed.
- Communicate the main priorities and objectives at other industry sector groups or company meetings to promote and improve industry’s understanding of RIR’s aims and programme.
- Commit to feeding back from these groups any topical issues, policies, viewpoints (which may be different from member’s personal view), co-dependencies and requirements to RIR.
- Adopt personal behaviours that ensure a timely start to meetings, attendance for the full business, and personal preparation that optimises the likelihood of a fully informed discussion.
- Speak on behalf of their industry category having direct access to their industry sector group.
- Must advise the Chair via the Secretary in advance if unable to attend, and must ensure their alternate is fully briefed & prepared.
- Arrange diaries so that use of alternates is minimised and not miss 3 consecutive meetings.

Observers and Visitors

Observers and visitors must have received the prior permission of the Chair to attend meetings. Observers and visitors must leave the meeting if any matters are to be considered in camera.

Agendas, Papers and Minutes

A draft agenda will be prepared to be approved by the Chair 10 days before the meeting by the Meeting Manager and Chair.

Housekeeping:

- The Meeting Manager will request inputs for agenda and packs 2 weeks before the meeting.
- The deadline for all submissions is 7 working days before meeting. Except with the express permission of the Chair.
- Agendas and associated documentation will be distributed 5 working days before meeting.

- Minutes are to be prepared for each Group meeting. The draft minutes and action sheet of each meeting are to be reviewed by the Chair and circulated to all Group members by the meeting manager as soon as practicable. A copy of the minutes, once they have been reviewed by the Chair, will be included in the agenda papers for the next Group meeting.

Responsibility for ensuring appropriate records management for the Group rests with the Meeting manager under the direction of the Chair of the Group.

Evaluation and Review

To ensure that this Group is fulfilling its duties, it will:

- Undertake an annual self-assessment of its performance against its Terms of Reference and provide that information to the NSAR Board.
- Provide any information the NSAR Board may request to facilitate its review of Group’s performance and its members.
- Review membership on a cyclic basis.

This Group shall review its Terms of Reference every two years and provide a report, including any recommendations, to the NSAR Board.

Approval and Review	Details
Approval Authority	Neil Robertson, Chief Executive, NSAR
Administrator	Thanuja Kandasamy, Senior Programme & Analyst Manager, NSAR
Next Review Date	07/04/2019

Approval and Amendment History	Details
Original Approval Authority and Date	Neil Robertson, Chief Executive, NSAR 07/04/2017
Amendment Authority and Date	Neil Robertson, Chief Executive, NSAR 07/04/2019