

## System Operator Scorecard Executive Summary – Period 10

### Safety and Sustainability

- The work-related absence measure is adverse to target in period 10 with 5 instances against a period target of 3. Where cases arise, they are managed jointly by line managers and HR.
- The period 10 performance and full year forecast for close calls closed within 90 days remains favourable to target.
- The number of volunteer days taken by System Operator colleagues in period 10 continues to be significantly favourable to target at 48 days against a target of 24.5. The full year forecast for this measure is now also favourable to target.
- Activity delivered in the Health & Wellbeing plan included promotion of the Validium calendar and services via Yammer.

### Finance

- Overall System Operator functions are £22k favourable to RF8 forecast.

### People

- The full year forecast for completion of Your Voice action plans remains favourable to target.
- Work undertaken as part of the Diversity and Inclusion (D&I) workstream centred around the theme of mental resilience, including a line management cascade.
- The continuous improvement training plan is also on target with just over a third of the function trained to date and training courses planned for the rest of the year.

### Train Performance

- Period 10 delay incident performance was 24.1% favourable to target, moving the function to 8.6% favourable YTD.
- Delay minute performance was 22.5% better than target and recovering to 0.75% worse than target YTD.

### Planning a Better Network

- The full year forecast for strategic planning milestones remains favourable to target. We continue to agree key strategic questions with customers and funders - this will then inform the development of the System Operator Annual Plan for 2019/20.
- In Scotland, we continue to deliver CP5 ring-fenced funding allocation through a streamlined Route Investment Review Group (RIRG) approval process and we are progressing with outputs to deliver the requirements of the Scottish Ministers' High Level Output Statement.

### Planning the Timetable

- Informed traveller plan (T-12)

Overall recovery remains on track against the revised recovery plan through to April 2019. We are now in the position of having just offered Week 48 at T-8, with the operator bids being received at T-12. GTR remain in line with their own recovery plan, but in general terms about a week behind the industry plan. Where there are occasional late bids by various Train Operator Companies (TOCs) the System Operator team are still successfully publishing the amended timetable in line with the recovery plan.

- December 2018

The December 2018 working timetable (WTT) went live at the start of period 10. After the first four weeks of operation the new timetable appears to be an overall positive result, with performance improvements for Northern, TransPenine Express (TPE), London North Eastern Railways (LNER) and

other TOCs. The timetable introduction in Scotland has faced issues with new rolling stock and driver availability, but this is being addressed. The Capacity Planning team have remained attentive to operational observations and issues identified by Routes and Operators in order to resolve problems as quickly as possible. On the back of the December 2018 and May 2019 offer, the Industry PMO is considering which assurance questions have proven effective to de-risking the planning processes and industry decisions. The national performance team have identified that one of the key factors that contributed to the more positive performance in period 10 was that the timetable changes have helped improve the Public Performance Measure (PPM).

- May 2019

Following the offer on 16 November 2018, 56 Train Operator Variation Requests (TOVRs) have been received from multiple operators, requiring approximately 4,000 schedules to be changed. Arriva Rail London have received new instructions from Transport for London regarding new rolling stock, which is likely to add to the volume of further changes. Further risks are being faced with late changes for Northern, additional TPE services between Newcastle and Edinburgh and performance for West Midlands Trains given the greater complexity of their stock and crew diagrams for May 2019 and the concurrent closure of 2 platforms at Euston.

- December 2019

The December 2019 timetable change is shaping to be a large-scale change, incorporating approximately 50,000 schedule changes over 168 work packages currently identified. At this stage it is established that only 111 of these work packages are in a state of readiness to be progressed through the planning processes. The Industry PMO continues to lead the assurance reviews and industry debate on this issue, with new rolling stock leading to missing Timetable Planning Rules, lack of established platform clearance, and stabling and depot strategies representing the biggest issues. At D-40 (8 March 2019) operators will submit their bids, so there are only 8 weeks to close out the final schedule of work packages that are assured as acceptable risk level. Key decisions have yet to be made for the scope of change for the North of England timetable, and the decision for the Western timetable has been deferred until 18 January 2019.

### **Cross-functional improvement programmes**

- All programmes are progressing to plan with milestone delivery at period 10 and full year forecast favourable to target across the piece. Notably in period 10, version 0 of the Forward View tool was produced as part of the End to End programme.

### **Customer Advocacy**

- The next customer advocacy survey is scheduled for February 2019.

Safety & Sustainability	PRP %	WORSE	TARGET	BETTER	PERIOD Actual vs. Planned	YTD		FYF	ACHIEVEMENT
Everyone home safe every day (work related absence incidents - total)		40	35	30	5/3	32	↓	41.6	
Workforce safety (% close calls closed within 90 days)	20% 10.0%	80%	85%	90%	99%/85%	99%	↓	98%	100%
Health and wellbeing (improvement plan - milestone delivery)	10.0%	60%	80%	100%	1/1	26	↓	100%	100%
Sustainability - supporting our communities (0.5 volunteer days per employee per year)		303	319	335	48/24.5	324	↑	421.0	
Finance	PRP %	WORSE	TARGET	BETTER	PERIOD Actual vs. Planned	YTD		FYF	ACHIEVEMENT
Financial performance measure – opex (£m)	20% 20.0%	29,801	29,361	28,921	2714/2794	22,208	↓	29,361	50%
People	PRP %	WORSE	TARGET	BETTER	PERIOD Actual vs. Planned	YTD		FYF	ACHIEVEMENT
Your Voice action planning (roll up of all functional plans - milestone delivery)	2.5%	60%	80%	100%	12/12	93%	↓	86%	65%
Operational planner vacancy gap (against Capacity Planning recruitment plan)	10% 2.5%	12%	10%	8%	4%/10%	3%	↓	3%	100%
Continuous improvement training	2.5%	277	312	347	287/249 (Rolling total)	287	↑	397	100%
Diversity & Inclusion - 20by20 (improvement plan - milestone delivery)	2.5%	60%	80%	100%	3/3	100%	↑	100%	100%
Train Performance	PRP %	WORSE	TARGET	BETTER	PERIOD Actual vs. Planned	YTD		FYF	ACHIEVEMENT
Impact on train performance (delay minutes)	20%	388,472	369,973	351,474	23118/29819	284,644	↓	370,037	
Impact on train performance (incidents)	20.0%	27,006	25,720	24,434	1661/2190	17,643	↓	22,936	100%
Planning a better network	PRP %	WORSE	TARGET	BETTER	PERIOD Actual vs. Planned	YTD		FYF	ACHIEVEMENT
Strategic planning milestones (annual plan - milestone delivery)	5% 5.0%	60%	80%	100%	2/2	86%	↔	89%	71%
Managing output changes to the network	PRP %	WORSE	TARGET	BETTER	PERIOD Actual vs. Planned	YTD		FYF	ACHIEVEMENT
Department for Transport (funded project development milestones)	0.83%	60%	80%	100%	0/0	50%	↔	75%	38%
Transport Scotland (funded project development milestones)	0.83%	60%	80%	100%	1/2	50%	↑	75%	38%
Welsh Government/Transport for Wales (funded project development milestones)	5% 0.83%	60%	80%	100%	0/0	100%	↔	100%	100%
Subnational transport bodies (TfL; TfN; MC) (funded project development milestones)	0.83%	60%	80%	100%	0/0	100%	↔	100%	100%
Franchising milestones (by competition)	0.83%	60%	80%	100%	0/0	100%	↔	100%	100%
HS2 programme milestones	0.83%	60%	80%	100%	4/4	96%	↑	97%	91%
Managing the access rights framework	PRP %	WORSE	TARGET	BETTER	PERIOD Actual vs. Planned	YTD		FYF	ACHIEVEMENT
Sale of access rights review (key milestones)	2.5% 2.5%	60%	80%	100%	0/0	100%	↔	100%	100%
Planning the timetable	PRP %	WORSE	TARGET	BETTER	PERIOD Actual vs. Planned	YTD		FYF	ACHIEVEMENT
WTT production milestones	5% 5.0%		4		0/0	1	↓	2	25%
TW-12 compliance	5%	85%	90%	95%	0%/90%	0%	↔	0%	
Cross-functional improvement programmes	PRP %	WORSE	TARGET	BETTER	PERIOD Actual vs. Planned	YTD		FYF	ACHIEVEMENT
CP6 delivery plan/PR18 (key milestones)	1.0%	60%	80%	100%	0/0	100%	↓	100%	100%
End to end planning (key milestones)	1.0%	60%	80%	100%	1/1	100%	↑	100%	100%
Capacity planning improvement portfolio (key milestones)	5% 1.0%	60%	80%	100%	0/0	100%	↔	100%	100%
Role of the client & early stage project development (key milestones)	1.0%	60%	80%	100%	0/0	0%	↔	80%	50%
Analytical Capability (key milestones)	1.0%	60%	80%	100%	0/0	0%	↔	80%	50%
Customer advocacy	PRP %	WORSE	TARGET	BETTER	PERIOD Actual vs. Planned	YTD		FYF	ACHIEVEMENT
Routes	1.88%	3.32	3.66	3.94	N/A	0	↔	3.66	50%
Operators	7.5% 1.88%	2.41	2.69	3.01	N/A	0	↔	2.69	50%
Funders and Franchising Authorities	1.88%	2.95	3.24	3.52	N/A	0	↔	3.24	50%
Other infrastructure managers	1.88%	3.21	3.54	3.86	N/A	0	↔	3.54	50%

100.0%

PRP

78.08%