Executive summary – period 5

Safety and sustainability - The work related absence measure is favourable to target with 3 incidents in period 5. Where cases arise, they are managed jointly by line managers and HR. The percentage of close calls closed within 90 days is adverse to target at 83% for period 5 although the full year forecast remains above target, we continue to work with the system owner to get quicker allocation of relevant close calls to us to increase our ability to close them out within the 90 day target. The number of volunteer days is slightly adverse to target for period 5 (half a day below target). We continue to encourage all of our teams to make good use of their volunteer leave to continue this upward performance trend; good plans are emerging in the SO teams in this space. Activity delivered in the Health & Wellbeing space included promoting holiday season health and wellbeing theme and a successful Health and Wellbeing "drop-in" day in York which will inform future events.

Finance - Overall System Operator functions are £150k favourable to RF4 forecast, we are reviewing plans for the remainder of the year to provide a smooth entry into year 1 of CP6.

People - All planned Your Voice engagement action plans were completed in P5; this work continues to be championed through the System Operator Engagement Working Group. Staff turnover within Capacity Planning has continued to reduce, with the overall vacancy rate of core Operational Planners now at zero compared to our resource plan. The recruitment campaign continues to identify strong candidates, and plans for extending adverts to wider rail sites and to alternate sources of candidates including MumsNet to target those looking to return to work is expected to deliver benefits.

Train performance - Period 5 delay minute performance improved in period 5 to 10% favourable to target. Delay incident performance was 4% favourable to target. The full year forecast remains adverse to target, reflecting the difficult start to year as a result of the May timetable implementation.

Planning a better network - 1 milestone was planned and achieved in period 5. In Wales and Western we started the process for agreeing key strategic questions with customers and funders - this will inform the development of this element of the System Operator Annual Plan for 2019/20. Options for oversight development for East Croydon station have been identified. In Scotland we continue to deliver CP5 RFF funding allocation through a streamlined RIRG approval process.

Managing output changes to the network - two Midlands Connect milestones for Midlands Rail Hub for production of the sift report and management case were delivered on plan. Work continues on developing a number of SOBCs for the Enhancement Pipeline. Development work with TfN to deliver the NPR milestone is on track. The two HS2 integration programme milestones were all completed in period as planned.

Managing the access rights framework-we are reviewing the recommendations from the recent review, with a view to planning a number of phases of implementation.

Planning the timetable

December 18
The industry has worked together to de-risk the December 2018 timetable change – through adopting the 'hybrid' timetable option and through undertaking ongoing assurance for the implementation of the timetable. The D-16 offer was made, as planned, on 17th August 2018 and Network Rail will continue to work with operators during the offer-response period, and expects to publish the timetable, as planned, at D-12 on 14th September 2018.

May 2019
Owner Groups, freight operators and Network Rail have worked together to develop a deliverable and balanced plan for the May 2019 timetable. We believe it has addressed the key risks associated with unmitigated timetable change but still allows for a range of passenger, freight customer and stakeholder benefits, utilising as much of the significant investment in infrastructure and rolling stock as is prudent to support growth. However, it is important to note that not all stakeholder aspirations will be met for May 2019. The plan is supported by the PMO Steering Group, representing Network Rail, Owner Groups and freight operators, and has been discussed and endorsed by National Task Force (NTF).

Informed traveller plan (T-12)
The original Informed Traveller Recovery plan continued on target, with publication of amended timetables now ten weeks ahead of operation, up from nine weeks in Period 4. Network Rail have continued to deliver the plan deadlines for every week without exception, publishing everything that has been bid by the Operators within a reduced period as we originally committed.

The Informed Traveller Recovery plan was on target to deliver a compliant publication at T12 for Christmas and New Year. However, the instruction to progress with the hybrid option to de-risk December 2018, will result in a set-back to the informed traveller plan to a T7 Offer and T6 Publication. The new plan to recover this position has been shared with industry and will be monitored by ORR.

Cross functional improvement programmes-

We continue to develop our CP6 Delivery Plan. The ORR's Draft Determination provides for all the expenditure we requested for the System Operator in our Strategic Business Plan. We are reviewing our recruitment plans across the function to smooth the transition between CP5 and CP6 particularly within Capacity Planning but also we are making key appointments to establish a new franchising capability and to strengthen our analytical capability.

In parallel we are making progress with a number of improvement initiatives to strengthen our end to end planning processes and we are also at the pre-feasibility stage of a number of programmes to enhance our use of data and tools in our timetable development process.

Customer Advocacy
We undertook our first customer survey in February this year. We plan to repeat the survey in February 2019.

System Operator **MD:** Jo Kaye **FY Period:** 18/19 P 5

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	3/3	11	↓	28.6	
Workforce safety *(% close calls closed within 90 days)*	20%	10.0%	80%	85%	90%	83%/85%	99%	↓	97%	100%
Health and wellbeing *(improvement plan - milestone delivery)*		10.0%	60%	80%	100%	1/3	15	↓	83%	58%
Sustainability - supporting our communities *(0.5 volunteer days per employee per year)*			303	319	335	24/24.5	120	↓	312.0	

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	2162/2312	9,910	↓	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%	18/16	90%	↑	81%	53%
Operational planner vacancy gap		2.5%	12%	10%	8%	0%/10%	0%	↑	5%	100%
Continuous improvement training	10%	2.5%	277	312	347	178/157 (Rolling total)	178	↑	326	70%
Diversity & Inclusion - 20by20 *(improvement plan - milestone delivery)*		2.5%	60%	80%	100%	2/2	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	24389/27183	152,662	↑	396,921	0%
Impact on train performance *(incidents)*		20.0%	27,006	25,720	24,434	1765/1841	9,550	↑	24,830	85%

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%	1/1	83%	↓	83%	58%

Managing output changes to the network		PRP %	WORSE	TARGET	BETTER	PERIOD Actual vs. Planned	YTD		FYF	ACHIEVEMENT
Department for Transport *(funded project development miletones)*		0.83%	60%	80%	100%	0/0	100%	↓	100%	100%
Transport Scotland *(funded project development miletones)*		0.83%	60%	80%	100%	0/0	0%	↔	80%	50%
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%	2/2	100%	↑	93%	82%
Franchising milestones *(by competition)*		0.83%	60%	80%	100%	0/0	100%	↔	100%	100%
HS2 programme milestones		0.83%	60%	80%	100%	2/2	100%	↓	100%	100%

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%	1/1	100%	↑	100%	100%

Planning the timetable		PRP %	WORSE	TARGET	BETTER	PERIOD Actual vs. Planned	YTD		FYF	ACHIEVEMENT
WTT production milestones	5%	5.0%		4		0/1	0	↔	2	67%
TW-12 compliance			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%	1/1	100%	↑	100%	100%
End to end planning *(key milestones)*		1.0%	60%	80%	100%	0/0	0%	↔	80%	50%
Capacity planning improvement portfolio *(key milestones)*	5%	1.0%	60%	80%	100%	1/1	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		1.88%	2.41	2.69	3.01	N/A	0	↑	2.69	50%
Funders and Franchising Authorities	7.5%	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	71.25%