

## System Operator Scorecard Executive Summary – Period 8

### Safety and Sustainability

- The work-related absence measure is adverse to target with 7 incidents in period 8 against a target of 3.
- Where cases arise, they are managed jointly by line managers and HR.
- The period 8 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 8 is significantly favourable to target at 50 days against a target of 24.5.
- The full year forecast for volunteer days is now also favourable to target. We continue to encourage all of our teams to make good use of their volunteer leave to continue this upward performance trend.
- Activity delivered in the Health & Wellbeing plan included promotion and line management materials in the space of work-life balance. The full year forecast for achievement of our H&W plan remains favourable to target.

### Finance

- Overall System Operator functions are £475k adverse to RF4 forecast.

### People

- The full year forecast for completion of Your Voice action plans remains favourable to target. This work continues to be championed through the System Operator Engagement Working Group. Work undertaken as part of the Diversity and Inclusion (D&I) workstream included promotion of reasonable adjustments and flexible working for SO colleagues. The D&I working group continue to deliver function-wide activity each period. The continuous improvement training plan is also on target with around a third of the function trained to date and training courses planned for the rest of the year.

### Train Performance

- Train performance, measured by the number of delay incidents attribution to code 502A, was 12% favourable to target in period 8. Train performance minutes were 3% favourable to target in period 8, a marked improvement from the period 7 position (34% adverse).

### Planning a Better Network

- The full year forecast for strategic planning milestones remains favourable to target. The milestone planned for period 8 was achieved; the North of England freight study which forms part of the CMSP annual plan was published. 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. We delivered further input to the Scottish pipeline development in CP6 with a full pre-appraisal report on options for developing the north end of the ECML.

### Managing Output Changes to the Network

- Milestone delivery continues to be favourable to target across this section of the scorecard. Version 2 of the Independent Affordability Review Response Papers on the South West branches and West Anglia main line were sent to the DfT. We continue to work closely with TfN to prepare the Northern Powerhouse Rail Strategic Outline Business Case. 3 planned milestones were delivered in the space of HS2 and specifically, the redevelopment of Euston station.

## **Planning the Timetable**

- Informed traveller plan (T-12)

Overall delivery remains on track against the revised recovery plan through to April 2019. Only GTR and MerseyRail remain non-compliant against the industry recovery plan, and they are both Bidding in line with their own committed and agreed recovery plans. The System Operator planning team have been able to process, Offer and Publish the MerseyRail timetable in line with the national recovery plan timescales; we have just made a double Offer week, which will move Informed Traveller publication to TW-7.

Amended train timetable plans for the Christmas and New Year period have been published at TW-9, but these will then go through normal validation processes before being formally offered at TW-7. Any small amendments will be published at TW-6.

- December 18

Through collaboration between the industry readiness PMO, System Operator and Train Operating Companies, the delivery of the December 2018 hybrid timetable has been significantly de-risked. TOC self-assurance has been combined with industry deep dive meetings to assess risks and confirm appropriate mitigation plans are in place ahead of the timetable introduction on 9th December.

There is now confidence in the delivery of a successful timetable change but it is important to note that a limited number of risks remain. Each risk is being managed via appropriate contingency plans and are monitored on daily basis. It was not possible for the industry readiness PMO to remove all risks as the hybrid plan included certain elements due to sensitivity or timing of enhancement works, for example the intent to continue with Scotland timetable changes that require the Sterling-Dunblane-Alloa electrification infrastructure to be completed.

- May 2019

A full and complete Offer was made on 16th November 2018, representing a return to compliant D-26 timescales with the Network Code. The industry readiness PMO adopted the same risk averse approach used for December 2018 to develop the May 2019 timetable. As of the 9th November there were two red risks remaining, both for Northern. These relate to infrastructure availability and rolling stock which are both associated with the delivery of the North West Electrification Programme (NWEP) and associated infrastructure works. This is being closely monitored, and weekly updates are being provided.

## **Cross-Functional Improvement Programmes**

- All programmes are progressing to plan with milestone delivery at period 8 and full year forecast favourable to target across the piece.

## **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	7/3	24	↓	39.0	
Workforce safety (% close calls closed within 90 days)	20% 10.0%	80%	85%	90%	100%/85%	99%	↔	98%	100%
Health and wellbeing (improvement plan - milestone delivery)	10.0%	60%	80%	100%	1/4	23	↓	100%	100%
Sustainability - supporting our communities (0.5 volunteer days per employee per year,		303	319	335	50/24.5	230	↑	373.8	
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	2755/2280	17,018	↓	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%	17/20	91%	↑	85%	61%
Operational planner vacancy gap (against Capacity Planning recruitment plan)	2.5%	12%	10%	8%	1.13%/10%	2%	↑	2%	100%
Continuous improvement training	10% 2.5%	277	312	347	215/207 (Rolling total)	193	↑	326	70%
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	26962/28055	244,262	↑	396,926	
Impact on train performance (incidents)	20.0%	27,006	25,720	24,434	1631/1847	14,729	↑	23,935	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%	1/1	84%	↓	89%	72%
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	67%	↔	83%	58%
Transport Scotland (funded project development milestones)	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%	1/1	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	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%	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	0	↔	2	25%
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%	0/0	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%	2/1	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

77.13%