

## System Operator Scorecard Executive Summary – Period 11

### Safety and Sustainability

- The work-related absence measure is adverse to target in period 11 with 4 instances against a period target of 3. Where cases arise, they are managed jointly by line managers and HR.
- The period 11 performance and full year forecast for close calls closed within 90 days remains favourable to target.
- The full year forecast for number of volunteer days taken by System Operator colleagues continues to be favourable to target.
- The Health & Wellbeing plan delivered a number of promotional activities, included promotion of "work-life balance"; World Sleep Day and Samaritan's training opportunities.

### Finance

- Overall System Operator functions are £373k favourable to RF11 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 carers, including events in collaboration with the Myriad employee network.
- The continuous improvement training plan is on target and at period 11 has exceeded the full year target.
- 20 additional Operational Planners will join before year end, taking the total number of new joiners up to 112 since the start of 2018/19. The competence development process will provide these candidates with sufficient skills to undertake value adding duties within 18 weeks, and to attain Level 1 and 2 competencies within 18 months of start date.
- Following formal TU consultation for the Capability and Capacity Analysis team are progressing with recruitment in order to populate their additional headcount planned for CP6

### Train Performance

- Period 11 delay incident performance was 19% favourable to target, moving the function to 9.8% favourable YTD.
- Delay minute performance was 27.7% better than target, moving the function to 2.3% favourable YTD. Full year forecasts now favourable for both incident and delay minutes.

### Planning a Better Network

- One strategic planning milestone (to issue the draft Sheffield report) was missed in period 11 due to reprioritisation of resource to focus on the timetable for December 2019 at Leeds in advance of D56. The full year forecast for strategic planning milestones however remains favourable to target.
- We have consolidated our engagement with customers and stakeholders into a 2019/20 Annual Plan of Strategic Questions, which we have presented at our inaugural System Long Term Planning Governance Board.

### Planning the Timetable

- Informed traveller plan (T-12)  
Overall recovery remains on track against the revised recovery plan, with TW-12 recovered from 05/04/2019, and full compliance with TW-14 Offers from end April 2019. We are now in the position of having just offered Week 3 at TW-10, with the Operator Bids being received at T-13. GTR have published a new recovery plan, which pushes their own recovery plan back to compliant bidding at TW-18 by end July 2019. Where there are occasional late bids by some TOCs the System Operator team are still successfully publishing the amended timetable in line with the commitments in the recovery plan.

- December 2018

The December 2018 WTT went live at the start of Period 10. In the lead up to the go live of the timetable, a number of readiness and quality checks were undertaken by the Capacity Planning team, as well as the significant benefits delivered through the Industry PMO in removal and mitigation of risk prior to the timetable development period:

- Data checks within the relevant interfacing systems to help with the interpretation of the timetable plan by the Automatic Route Setting systems
- In the South East Route, the timetable data was checked through the Traffic Management systems
- Additional station checks between Operator's rolling stock diagrams and previous / next workings (association checks)
- At major stations in the North East of England, meetings with signallers, Operators, Station Staff and Train Planners took place to review Station Working documents
- Control teams asked to review the timetable and provide feedback in time to make final adjustments
- Graph sweeps for problem/complex areas (Single lines, busy junctions, major stations)

These steps all had a positive impact on timetable performance. The timetable change saw a much smaller spike in associated timetable delay in the early weeks of the new timetable than other recent timetable changes. Further to the timetable readiness checks, the Capacity Planning team supported the timetable go-live with either: a timetable planning presence in the major signalling centres; a structure of conference calls with controls and local ops teams. This meant that timetable planners were on hand to help explain why the timetable was constructed in the way it was, take feedback on areas of the timetable that were not working well from an operational perspective, and take prompt action to make fixes to the timetable based on the feedback from signallers and controllers. These timetable readiness checks will now be business as usual for these teams.

- May 2019

As of 05/02/2019, 9234 schedules have been bid by Operators as a Train Operator Variation Requests post D-26 for inclusion in May 19. 2926 schedules (45 bids) have not yet been processed by Capacity Planning. It is expected that the majority of these changes will be completed by 22/02/2019. This is to avoid impacting the Informed Traveller Recovery plan and to allow the application of timetable readiness checks similar to those delivered for December 18. MTR, ASR, SWR and GWR have bid the most schedule changes. Northern have requested that their offered D-26 Timetable is not published to downstream systems until two TOVRs have been processed which constitute significant number of changes to their services.

- September 2019

Work on the additional September 2019 development cycle commenced on 16/01/2019. The timescales, scope and principles for the mini-development cycle were agreed through the Industry PMO as part of May 2019 new working timetable assurance reviews. The scale of the change has been significantly reduced from that originally expected. It is anticipated that the Sept 19 work will be completed much earlier than the original planned offer date of 22nd February 2019. Discussions have taken place with impacted operators around their ability to cope with an earlier offer and then to respond earlier to Network Rail with the aim of now completing this work by 8th March 2019, two weeks earlier than the original plan.

- December 2019

For December 2019 the timetable development process is aligned to the normal Part D compliant timescales; Operators bidding at D-40, the usual 14-week development period for compiling the timetable, and the publication of the timetable at D-26.

As of 05/02/2019 Capacity Planning is on track with its readiness plans for the start of the December 2019 New Working Timetable Development period. Working with the Industry PMO, the scope of December 2019 has been confirmed as; 124 work packages considered for inclusion in the timetable development period - 113 TOC work packages, 6 FOC work packages, 5 Network Rail infrastructure work packages; c.31,583 schedules proposed as impacted by change.

Each Capacity Planning timetable production team has a detailed and fully resourced delivery plan, which delivers at D26, aligned to Part D timescales. To date, there are 2180 planner days of effort planned against 2755 available days of planner effort, so some contingency exists for unplanned events.

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

- All programmes are progressing to plan with milestone delivery at period 11 and full year forecast favourable to target across the piece. The "Train Planning Systems" milestone to "produce the high level programme brief" was delivered.

#### **Customer Advocacy**

- We have discussed our approach to Customer Advocacy measurement with our Advisory Board. The next customer advocacy survey is scheduled for end of February 2019, informing our 2018/19 'actual' performance, and will be used to develop targets for 2019/20. We are now making plans to undertake a face-to-face survey in September 2019 to obtain a richer level of feedback and provide more granular input to our annual plans.

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	4/3	36	↑	42.5	
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%	4/3	30	↑	100%	100%
Sustainability - supporting our communities (0.5 volunteer days per employee per year,		303	319	335	24/24.5	348	↓	411	
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	2219/2592	24,427	↑	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%	17/16	94%	↑	87%	67%
Operational planner vacancy gap (against Capacity Planning recruitment plan)	10% 2.5%	12%	10%	8%	2%/10%	3%	↑	3%	100%
Continuous improvement training	2.5%	277	312	347	327/259 (Rolling total)	327	↑	397	100%
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	22218/30708	305,995	↑	361,630	
Impact on train performance (incidents)	20.0%	27,006	25,720	24,434	1676/2061	19,279	↓	22,784	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%	1/2	84%	↓	86%	65%
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%	1/1	60%	↑	78%	44%
Transport Scotland (funded project development milestones)	0.83%	60%	80%	100%	0/0	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%	1/1	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		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	100%	↓	100%	100%
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	100%	↔	100%	100%
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

78.37%