

## System Operator Scorecard Executive Summary – Period 12

### Safety and Sustainability

- The work-related absence measure is adverse to target in period 12 with 5 instances against a period target of 3. Where cases arise they are managed jointly by line managers and HR.
- The period 12 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 mental health first aiders and a pilot training session on mental health for line managers.

### Finance

- Overall System Operator functions are £379k 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 centered around International Women's Day, including messages from Senior leaders on what Balance for Better means to them.
- The continuous improvement training plan is on target and at period 12 has exceeded the full year target.
- 25 Operational Planners are due to be appointed to Specialist roles in period 13 as part of the Capacity Planning 'People Plan'.
- The appointment of Development Specialists will be progressed as soon as these appointments have been made.
- Further work is taking place with the Resourcing team to introduce automated technical assessments for our high volume roles including Operational Planner and Specialist.
- 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 12 delay incident performance was 12% favourable to target, moving the function to 10.3% favourable YTD.
- Delay minute performance was 7% better than target, moving the function to 3.4% favourable YTD.

### Managing output changes to the network

- The integrated programme submission for Crewe Hub was missed due to delayed final layout decisions - we expect the integrated plan to now be ready in June.
- The SBC submission for Waverley western approaches was achieved. Work continues with the DfT and other funders to develop a number of Strategic Outline Business Cases (SOBCs) for the enhancement pipeline.
- One Euston redevelopment milestone was delivered this period; input to Lendlease for their preparation of submissions to London Borough of Camden. With the exceptions of two measures, the full year forecast for milestone delivery across this section remains favorable to target.

### Planning a Better Network

- The Strategic Question draft report milestone for Trent Junctions was missed due to a lack of resource contingency. Measures have been taken to avoid any delay to the final document milestone.
- The Strategic Business Case (SBC) for East Kilbride and Barrhead was delivered in P12.
- 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)  
We are now 23 weeks in to the revised recovery plan, which is progressing well, and currently planning week 6 (04th May) and week 7 (11th May), scheduled to be published 1st March for most operators.

- For Week 6 South Western Railway not offered or published yet as was bid late and incomplete (a bid for Sunday remains outstanding)
  - For Week 7 Govia Thameslink Railway not offered or published yet as not yet bid.
  - Most operators have met bidding deadlines in line with the recovery plan and we are working to a principle that bids submitted on time will be offered back on time.
- December 2018  
So far the December 2018 timetable has performed better than the three previous timetables and we continue to monitor where improvements can be made.
  - May 2019  
Since May 19 was offered at D-26 Network Rail has received 229 Train Operator Variation Requests (TOVRs), which total 15,715 schedule changes.
    - Northern are still to bid to NR further changes for weekends, and as at 07/03/2019 the May 19 Northern WTT plan has not been published downstream. This is causing issues with passenger information and the Informed traveller recovery plan.
    - Northern are working on an STP bid for the first 6 weeks of the timetable that removes a number of services on the West side of the Pennines due to risk with the introduction of new rolling stock. They are also making further changes to the Sunday plan due to a shortage of drivers. A number of outstanding TOVRs are yet to be proposed by Northern and this is also impacting on the readiness activities for the May 19 WTT.
    - We do not have the agreed STP bid for the removal of services on the WCML (agreed mitigation for late delivery of new rolling stock for May 19) that we are waiting for to enable publication of the timetable downstream for Northern.
    - We are now 3 weeks behind our 12-week schedule for base station working plans at Leeds, due to the Northern late bidding of service changes to de-risk the timetable change
    - We are finding issues with Northern's rolling stock diagrams at Leeds that impact on the schedules we have in the timetable plan, a higher number of issues than we anticipated. We are having to condense our original 12-week plan for delivering station working at Leeds to 9 weeks, which will impact on the quality of the plan. We will work closely with the Route operations team to mitigate this risk.
  - September 2019  
Work on the additional September 2019 development cycle completed ahead of time. Changes delivered for East Midlands Trains, London North Eastern Railway and Greater Anglia. No further work anticipated.
  - December 2019  
127 work packages have been identified for progressing into the timetable development period starting 08/03/2019. There are a total of 32,039 schedule changes, split into 114 TOC work packages, 8 FOC work packages and 5 Network Rail infrastructure work packages. Development focus areas and update:
    - 42 work packages originally identified as being within the scope of Dec 19, are now either no longer required or are not sufficiently ready to be included (16,070 schedules)
    - Resourcing plans finalised, and Operators have been invited to provide briefing sessions to Capacity Planning about their aspirations for change
    - All advanced timetabling activities have been completed with outputs provided to affected parties
    - Mid timetable development stage reviews are being planned with all operators
    - The top three risks are:
      1. Level of change and scale of timetable work on Western Route
      2. Northern introduction of new rolling stock and station working plans in the north-east
      3. Route clearance plans for New Rolling Stock

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

- All programmes are progressing to plan with milestone delivery at period 12 and full year forecast favourable to target across the portfolio.

**Customer Advocacy**

- We have discussed our approach to Customer Advocacy measurement with our Advisory Board. The customer advocacy survey was sent out at the end of February, the responses to which will inform 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.