

Office of Rail & Road and Network Rail

Independent Reporter - Capital Investment Capability Framework Assessment

Executive Summary Report

Reference: CICF2024-ARP-ZZ-ALL-RP-GEN-FINAL 01

FINAL 01 | June 2024

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Job number 298012-00

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Abbreviations

Abbreviation	Definition
BMS	Business Management System
CICF	Capital Investment Capability Framework
GRIP	Governance for Railway Investment Projects
IMS	Information Management System
MVP	Minimum Viable Product
NR	Network Rail
ORR	Office of Rail and Road
PACE	Project Acceleration in a Controlled Environment
PDL	Project Delivery Lifecycle
SPOC	Single Point of Contact
SPEED	Swift, Pragmatic and Efficient Enhancement Delivery

1. Introduction

1.1 Background to the Assessment

In 2020, the Office of Rail and Road (ORR) and Network Rail (NR) collaboratively developed the Capital Investment Capability Framework¹ (CICF) to assess the capability of Network Rail Regions to specify both enhancements and renewals. The framework is a maturity model that considers the capabilities required by Network Rail in its role as a ‘Specifier’ of infrastructure capital investments through three capability areas and 18 specific capabilities, each assessed against five levels of maturity. Following an initial assessment delivered in 2020², Arup were commissioned in October 2023 to update the findings for all five Network Rail Regions, and to undertake an assessment of the Transpennine Route Upgrade Programme (TRU).

This report provides the Executive Summary of the updated assessment. It is accompanied by separate reports for each Region and TRU which set out more detailed findings and recommendations.

1.2 Framework and Maturity Levels

The CICF contains ‘material’ capabilities that have been demonstrated as having the biggest influence on successful outcomes for capital investments.

The high-level capability areas are shown in Figure 1-1 below.

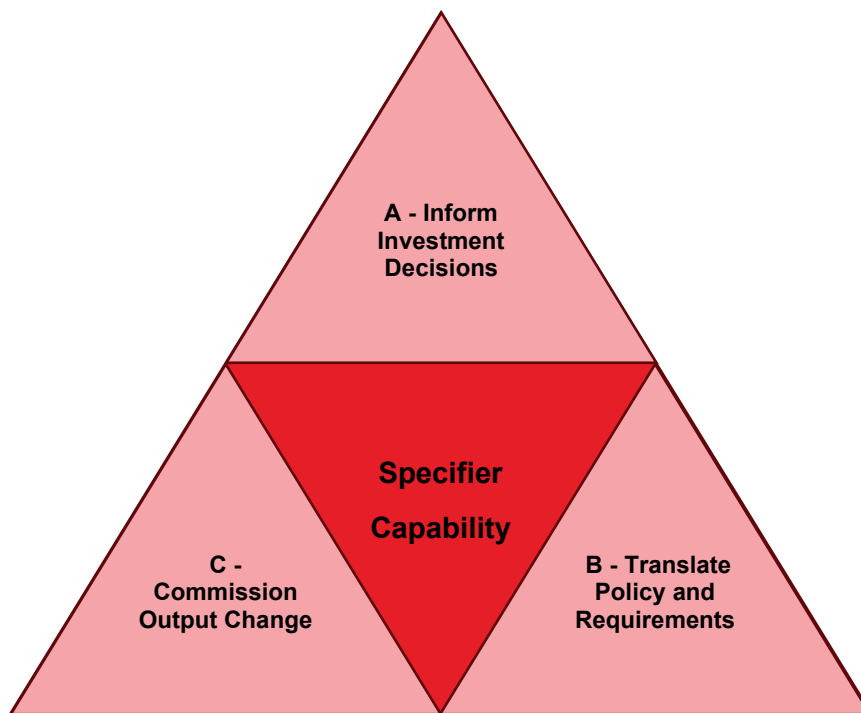


Figure 1-1: Capability areas

¹ Control Period 6 Capital Investment Capability Framework Introduction and Guidance Handbook, January 2020, Nichols

² Control Period 6 Capital Investment Capability Framework Report on the baseline assessment of Network Rail Regions, Part 1 – Exec Summary, September 2020, Nichols

The 18 specific capabilities are listed and defined in Table 1-1 below. Each capability is assessed against five increasing levels of maturity as shown in Figure 1-2.

Table 1-1: Capability definitions

Capability		Definition
A. Inform investment decisions	A.1	Challenge and confirm the strategic fit of proposed Capital Investment Outcomes with funder priorities and the Regional Vision.
	A.2	Provide appropriate and quality assured choices to funders.
	A.3	Undertake impact assessments of proposed Capital Investments.
	A.4	Provide robust commercial and deliverability input to funder investment decisions.
	A.5	Engage, inform and influence external and internal stakeholders.
B. Translate policy and requirements	B.1	Specify Capital Investments at an appropriate level of detail for the stage of consideration and decision.
	B.2	Assess Capital Investment internal and external complexity and risk.
	B.3	Drive and demonstrate value for money and efficiency throughout the Capital Investment lifecycle.
	B.4	Secure consents and industry change necessary to deliver the Capital Investment.
	B.5	Learn from experience and institute change to achieve Outcomes.
	B.6	Operate in a way that facilitates good Outcomes.
	B.7	Ensure that Capital Investment specification is undertaken by people with the appropriate competence and experience.
C. Commission output infrastructure change	C.1	Govern and assure Capital Investment programmes and portfolios.
	C.2	Determine that the delivery mechanisms for Capital Investments address the specified intent.
	C.3	Optimise and align planning, design, delivery and deployment across programmes and portfolios to enable efficient and effective entry into operation and maintenance.
	C.4	Baseline and manage change throughout the Capital Investment lifecycle.
	C.5	Secure funding for Capital Investments.
	C.6	Monitor, validate and challenge the delivery of Capability Changes, Output Changes and Outcomes.

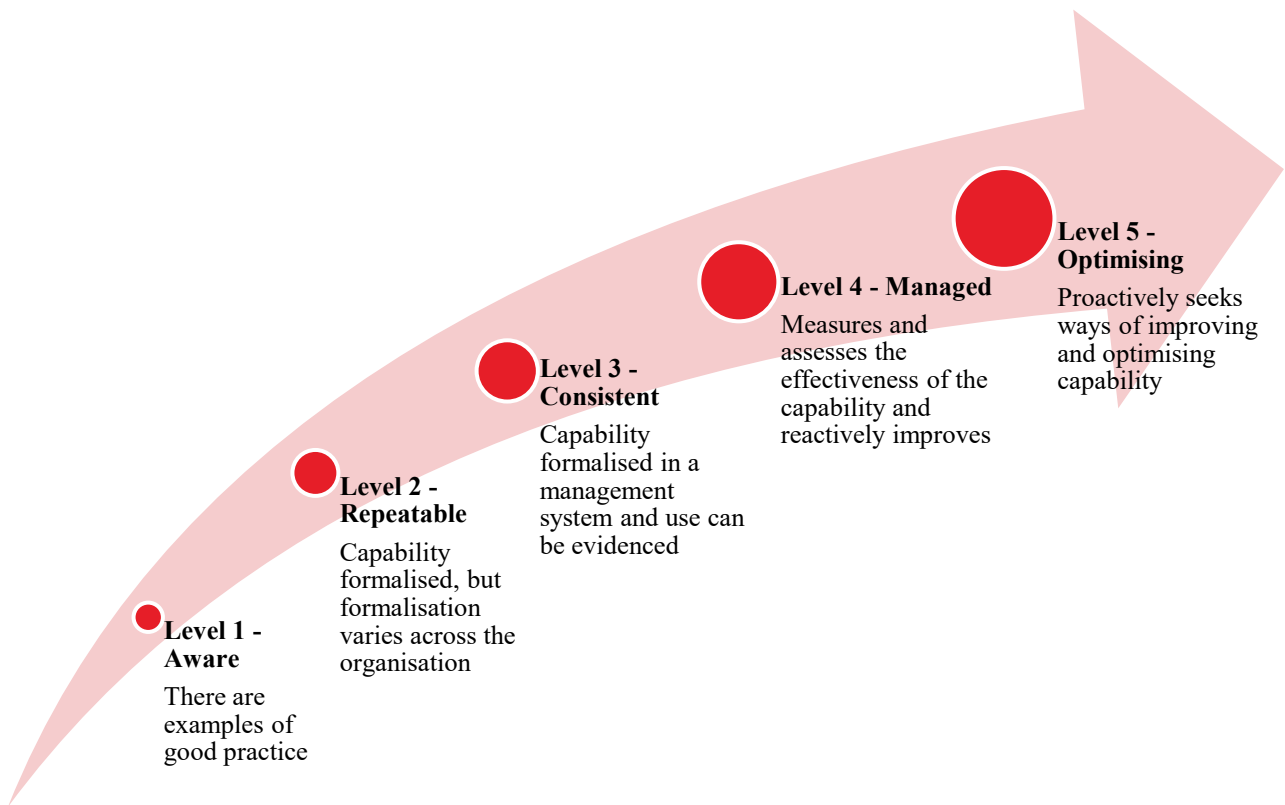


Figure 1-2: Capability framework maturity scoring rationale

2. Assessment Approach

2.1 Timeline and Methodology

The assessment was undertaken between October 2023 and May 2024, reviewing both renewals and enhancements in the 5 Network Rail Regions, plus TRU. Each Region was asked to nominate 5 renewals projects or programmes, and 5 enhancements projects or programmes, to provide context for the assessment. The methodology assumes that the nominated projects and programmes would be illustrative of the typical capital investment undertaken by the Regions.

The assessment was undertaken in 4 phases:

Initiate

This included project initiation and planning, including engagement with NR and ORR, to confirm requirements and outcomes for the assessment.

Discover

The initial task in the discovery phase was the issuing of a web-based survey to the NR Regions and TRU, allowing them to self-assess against the 18 framework capabilities; this allowed Arup to understand how the Regions and TRU viewed their current maturity, and highlighted any areas that may need more focus during the desk-top assessment and interviews.

The next task was for Arup to identify documentation requirements (evidence) from NR and issue requests to the Regions and TRU. NR then collated and shared the relevant information into a dedicated SharePoint site, hosted by Arup. A Single Point of Contact (SPOC) was identified for each NR Region and TRU to coordinate the sharing of evidence.

The final task in the discover phase was to prepare for the interviews.

Analyse

This phase involved the detailed analysis of the desk-based assessment evidence provided by NR and TRU, leading to an Initial Findings and Review presentation. Further, interview questions were finalised, and the interviews themselves were scheduled. The analysis resulted in a maturity assessment score ranging from 1 to 5, with 1 being least mature, and 5 being most mature.

Report

The reporting phase involved the production of the 5 Regional Reports, the TRU Report, the Executive Summary Report and the Lessons Learned Report. Reports were initially issued in draft form to allow NR and ORR to comment ahead of the issue of the final reports.

3. Assessment Results

3.1 Summary of Results

The overall assessment scores for each Region and TRU are shown in Tables 3-1 to 3-6 below, which also provides a comparison between the new scores and those received in the 2020 assessment.

Table 3-1: North West & Central results

	North West & Central	Renewals		Enhancements	
		2024	2020	2024	2020
A	Inform Investment Decisions	2.4	1.7	2.8	1.7
B	Translate Policy and Requirements	2.6	2.0	2.9	2.0
C	Commission Infrastructure Change	2.5	2.2	2.5	1.9

Table 3-2: Southern results

	Southern	Renewals		Enhancements	
		2024	2020	2024	2020
A	Inform Investment Decisions	2.4	1.9	2.5	1.8
B	Translate Policy and Requirements	2.9	2.0	3.0	2.0
C	Commission Infrastructure Change	2.6	1.7	2.7	1.8

Table 3-3: Scotland results

	Scotland	Renewals		Enhancements	
		2024	2020	2024	2020
A	Inform Investment Decisions	2.4	1.7	2.8	1.8
B	Translate Policy and Requirements	2.0	1.9	2.5	1.9
C	Commission Infrastructure Change	2.5	1.8	2.7	1.9

Table 3-4: Eastern results

	Eastern 4	Renewals		Enhancements	
		2024	2020	2024	2020
A	Inform Investment Decisions	2.8	1.6	2.5	1.7
B	Translate Policy and Requirements	2.5	1.9	2.8	1.8
C	Commission Infrastructure Change	2.6	1.8	2.4	1.5

Table 3-5: Wales & Western results

	Wales & Western	Renewals		Enhancements	
		2024	2020	2024	2020
A	Inform Investment Decisions	2.1	1.6	2.8	1.6
B	Translate Policy and Requirements	2.8	1.6	3.0	1.6
C	Commission Infrastructure Change	2.4	1.6	2.6	1.6

Table 3-6: TRU results

	TRU	
		2024
A	Inform Investment Decisions	2.8
B	Translate Policy and Requirements	3.1
C	Commission Infrastructure Change	2.9

A more detailed breakdown of the Regional and TRU results, split by framework capability, is given in the Regional /TRU Reports.

3.2 Best Practice

As part of the assessment, examples of best practice across the Regions / TRU were identified. These are summarised below in Table 3-7 and mapped to individual framework capabilities.

Table 3-7: Best practice examples

Capabilities	Best Practice
A.3, A.4, C.1, C.3, C.4, C.6	Regions have developed the Asset Workbank System (AWS) to provide an integrated view of all renewal activity across the Region, including the ability to see planned work geographically, by engineering line of route and over time. The system is used to monitor change and we heard evidence that work is underway to incorporate enhancements project information into the system as well.
A.4, B.2, C.2	Regions have developed a Work Allocation Mechanism tool to combine Entry Point Assessment, evaluate opportunities for integration (WIP) and project complexity. The tool enables objective assessment of projects, assigns work to relevant teams and links through to the level of required governance within the Regional ICOM process.
B.6	Restructuring and tactical hires implemented recently within TRU have demonstrated adoption of current industry best practice thinking and learning lessons from similar major projects. Through such work, the programme is ensuring more collaborative working with external parties and seeking to facilitate good Outcomes.
A.5	TRU provided evidence of utilising dedicated software for mapping of stakeholders to land interest and for mapping engagement and actions. The software provided interactive dashboards to measure progress through the project.
C.2	TRU evidenced assessment of delivery through the supply chain and re-allocation of work when this was deemed too onerous or large for the supply chain to manage, demonstrating maturity in alignment of delivery mechanisms to address intent.
A.5	Development of the Industry Programme Director roles across Wales & Western has enabled improvements in external engagement. These roles have enhanced how the region engages with a range of stakeholders.

4. Summary and Recommendations

4.1 Summary

Assessment of Network Rail’s capabilities against the Capital Investment Capability Framework (CICF) found improved levels of maturity across the major enhancement programme and the Regions, in both renewals and enhancements since the last assessment in 2020.

Improvements are more significant in enhancements, where it has been demonstrated that there is increased focus and a greater need to specify and monitor value. The findings suggest that if the greater rigour and adoption of best practice established on enhancements projects was also translated to renewals, this would lead to significant improvements.

Table 4-1: Changes in average scores between 2020 and 2024 assessments

	Renewals	Enhancements
A.1 Strategic Fit	1.3	0.9
A.2 Choices to Funders	0.8	1.9
A.3 Impact Assessment	1.2	1
A.4 Commercial and Deliverability Input	0.7	0.8
A.5 Stakeholders	-0.4	0.2
B.1 Specify	0.3	0.6
B.2 Assess Complexity	1.2	1.6
B.3 Drive and Demonstrate Value for Money	1.3	1.7
B.4 Secure Consents and Industry Change	-0.2	-0.2
B.5 Learn from experience	0.5	0.9
B.6 Facilitates Good Outcomes	-0.1	0.5
B.7 Competence and Experience	1.6	1.6
C.1 Govern and assure	0.9	1.3
C.2 Delivery mechanism	0.2	0.3
C.3 Optimise and Align Across Programmes	1.1	0.6
C.4 Manage Change	1.1	1.3
C.5 Secure Funding	0.4	0.1
C.6 Monitor Validate and Challenge Delivery	0.7	1.4

The most significant improvements were achieved in the following areas:

- A1 Strategic Fit
- A2 Choices to Funders
- B2 Assess Complexity
- B3 Drive and Demonstrate Value for Money
- B7 Competence and Experience
- C4 Manage Change

These improvements are correlated to significant organisational and process changes that took place in Network Rail including:

- Putting Passengers First and regionalisation of Capital Delivery
- Greater focus on requirements management
- Introduction of PACE

- Introduction of initiatives such as MVP and SPEED

All of the above have had a greater impact on enhancements projects, and increased adoption of the same principles for renewals would lead to an overall improvement. We have identified those particular areas of best practice which should be widely adopted to improve performance.

Whilst the improvement in capabilities should be recognised, it is also worth noting that the maturity levels across the assessment areas generally remain below 3. A score of 3 is thought to be an acceptable baseline for specifying capital investment projects.

Table 4-2: Summary assessment results

	Eastern				Scotland				Wales & Western				NW&C				Southern				TRU
	Ren.		Enh.		Ren.		Enh.		Ren.		Enh.		Ren.		Enh.		Ren.		Enh.		Enh.
	2024	2020	2024	2020	2024	2020	2024	2020	2024	2020	2024	2020	2024	2020	2024	2020	2024	2020	2024	2020	2024
A Inform Investment Decisions	2.8	1.6	2.5	1.7	2.4	1.7	2.8	1.8	2.1	1.6	2.8	1.6	2.4	1.7	2.8	1.7	2.4	1.9	2.5	1.8	2.8
B Translate Policy and Requirements	2.5	1.9	2.8	1.8	2	1.9	2.5	1.9	2.8	1.6	3	1.6	2.6	2	2.9	2	2.9	2	3	2	3.1
C Commission Infrastructure Change	2.6	1.8	2.4	1.5	2.5	1.8	2.7	1.9	2.4	1.6	2.6	1.6	2.5	2.2	2.5	1.9	2.6	1.7	2.7	1.8	2.9

TRU achieved the highest score overall. Interestingly, there is a far lower variability in assessment results between enhancement portfolios. This is testament to higher focus on adoption of best practice and lessons learnt. In our opinion, on complex enhancement schemes, effective specifier capabilities have the potential to derive greater benefits than on simple renewals schemes. Adoption of the same practices applied on enhancement schemes to renewals schemes would lead to a positive step change. However, process and resource application does need to be scaled to the potential opportunity which in the majority of renewals works will be considerably lower.

The following areas have particularly low average scores:

Table 4-3: Lowest average scores across the Regions

Renewals		Enhancements	
Topic	Score	Topic	Score
A3 Impact Assessment	2.2	A1 Strategic Fit	2.3
B6 Facilitate Good Outcomes	1.9	A3 Impact Assessment	2.2
C2 Delivery Mechanism	2.2	C2 Delivery mechanism	2.1
C6 Monitor Validate and Challenge Delivery	1.9	C3 Optimise and Align Across Programmes	2.1

Improvements in these low capability areas would have a significant positive impact on the overall organisational capability, not only because of the impact on the overall average score, but also, more realistically, because these capabilities are enablers for improvements in other capability areas. Improved strategic fit is dependent on wider engagement with stakeholders and requires clear establishment of Outcomes. This in turn provides a baseline for impact assessment and change management and clear focus on monitoring, validation and strong leadership. Inability to adequately assess the impact of change undermines all other efforts to achieve greater value from investments. Facilitation of good Outcomes, through the right approach to leadership and collaboration, will similarly have a wider positive impact on all capabilities.

4.2 Recommendations

We have identified the following five key recommendations which, once implemented, would in our view have the greatest positive impact on Capital Investment Capability within Network Rail. Our choice is based both on those areas which had the lowest capability and on what we felt are the key enablers for future improvements overall.

Table 4-4: Key recommendations

Capability Area	Recommendation
All	Regions should undertake an exercise of mapping of PACE products to the capability framework, to facilitate higher scoring for future assessments.
A1 Strategic Fit	<p>Introduce a formal process to confirm and challenge the alignment of Outcomes of the proposed Capital Investments with the strategic priorities and Regional Vision in terms of:</p> <ul style="list-style-type: none"> • Safety risk • Revenue Outcomes • Performance • Route criticality • Operating costs benefits • Stakeholders <p>The alignment should be confirmed progressively at every PACE stage gate and investment authority decision point.</p>
A2 Impact Assessment	<p>Develop an approach to define and then monitor the Outcomes of renewals investments using a whole system value framework, balancing:</p> <ul style="list-style-type: none"> • Safety risk • Revenue Outcomes • Performance • Route criticality • Operating costs benefits • Impact of renewals works on enhancements and vice versa • Facilitating more focus on the benefits offered by a scheme instead of a like-for-like replacement based on asset condition. <p>Best Practice: Eastern Region's Route Asset Management Plan (RAMP) tool and renewals risk evaluation methodology has demonstrated potential in identifying and mitigating risks across projects and could also be adopted to use as part of impact assessment.</p>
B6 Facilitate Good Outcomes	<p>The Regions should consider developing a leadership framework focusing on:</p> <ul style="list-style-type: none"> • Willingness to listen to bad news • Collaborative working to resolve challenges <p>The framework should include clear measures and the change to new behaviours supported by regular surveys seeking measurable feedback from internal and external organisations.</p> <p>Simple collaboration agreements should be provided as templates and introduced at key interfaces with external organisations, identifying joint Outcomes to be achieved as well as key result areas using 'line of sight' approach.</p> <p>Best practice: The Southern Sponsorship Team Charter is a clear indication of the Region's dedication to enhancing leadership in the investment arena. By introducing the charter, the team is signalling its intention to lead by example and to set a high standard for others to follow.</p>
C6 Monitor, Validate and Challenge Delivery	<p>Implement progressive monitoring and validation of benefits, in particular Value for Money, associated with renewals projects.</p> <p>Adopt a whole systems approach to benefits realisation, taking full account of interfaces between projects and programmes of works, and impact of loss of benefit of one project on the overall benefit of the portfolio of projects for both renewals and enhancements projects.</p>

Capability Area	Recommendation
	Best practice: Scotland Region provided evidence of benefits realisation being tracked, and publicly available project evaluations to determine if investment Outcomes have been achieved, with full transparency. It is further recommended that this model is adopted for all Network Rail Regions and major programmes.

4.3 Using the Assessment Results

No specific targets were set for the current assessment. If further maturity assessments are undertaken, it is suggested that baseline targets (or percentage improvements) might be something to be considered by Network Rail and ORR in order to focus improvement across the capability areas.

As noted in the previous assessment in 2020, a maturity score of 3 is reflective of a defined management system with appropriate processes and procedures; therefore a maturity score of 3 could be considered as the target maturity level.

A further consideration may be to move away from the standard maturity model, and to contemplate other ways of assessing Network Rail’s capability to specify and deliver capital investments. This could be to have a tailored maturity model for a Major Enhancement Programme and one for a Region. The main reason for this is that it perhaps is easier for a Major Enhancement Programme to demonstrate its maturity than for a Region to do the same, given the diverse mix of projects and programmes that exist within the Regions.

Consideration should also be given to the ‘what next’ question. Once the Regions and TRU have digested their scores as part of this assessment, what should the next steps be? When reviewing the ‘what next’ question, it is also important to consider the different mix of projects and programmes being undertaken by the Regions/ TRU, and that they have differing priorities. Southern, for example, have relatively few major enhancement programmes in CP7, so perhaps an emphasis on renewals specification and delivery would be beneficial for that Region.

Rather than taking forward a series of recommendations into an Action Plan, perhaps a broader, Outcomes focused approach could be undertaken.

An Outcomes focused approach would start by defining the desired Outcomes for the client, followed by agreement on what needs to happen to achieve said Outcomes, looking at key parameters in specifying projects and programmes, for example time, cost and quality. The process would take a closer look at the root cause issues for schedule slippage, cost increase and poor quality of deliverables. A review of the projects and programmes would then be undertaken to understand whether Outcomes have been achieved.

The starting hypothesis is that well informed investment decisions, robustly developed requirements, progressive focus on value and well executed commissioning of infrastructure change will lead to positive Outcomes in terms of:

- Stable AFC
- Stable programme
- Low volume of change with no orphan requirements
- Realisation of value as anticipated at project inception

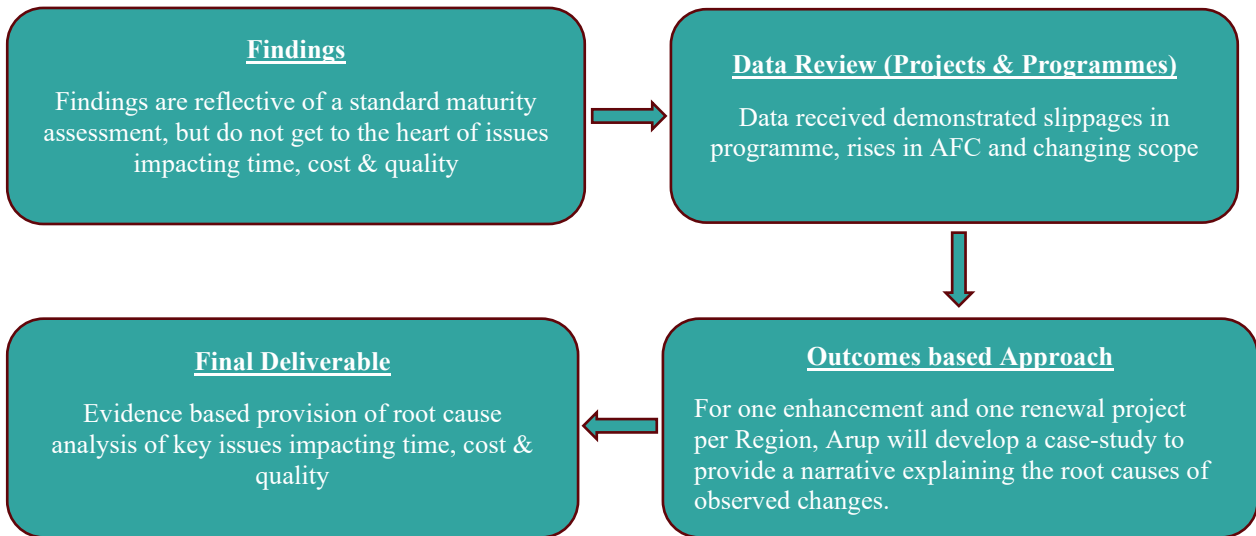
Effectiveness of the process & organisational maturity in its execution will be reflected in the Outcomes of that process.

Maturity assessments done to date were based entirely on a review of presence and compliance with the processes in place but without looking at Outcomes of the process in order to identify any deficiencies in how the process was executed.

Our proposal is to supplement the approach to date with a review of a sample of projects in terms of Outcomes, and, where any deficiencies are identified, to investigate and identify root causes for those deficiencies.

This approach would enable development of robust action plans to improve process performance.

Figure 4-1: Outcomes based approach; summary





Appendix A

Statement of Works

COMMISSION INFORMATION	
Project Name:	Review of Capital Investment Capability Framework
Bravo Contract Number:	#35840
Network Rail Contact:	Jemima Poole
Network Rail Department:	Planning & regulation
Date Raised:	8 th June 2023
SoW Number:	[insert SoW number – C&P only]
Network Rail PO Number:	[insert NR PO# when available]
Commission Value:	[insert the SoW value after this has been agreed with the supplier]
Supplier Name:	[insert the name of the selected supplier after appointment]
Main Supplier Contact:	[name and email address of the main supplier contact]

This Statement of Work (SoW) is the contractual vehicle for defining, authorising and commissioning a piece of work to be undertaken under the Independent Reporter Framework. The SOW has six sections:

1. *Commission Information*
2. *Commission Overview*
3. *Scope of Services and Deliverables*
4. *Knowledge Transfer*
5. *Commercial Details*
6. *Performance Measurement*

This SoW is entered into under and in accordance with the terms of the Independent Reporter Framework dated 1 February 2020 between Network Rail, the Office of Rail and Road, and the Supplier and includes and incorporates any special Terms and Conditions and any other amendments captured in this SoW.

Any dispute surrounding this SoW will be resolved in accordance with the Terms and Conditions outlined in the Framework Agreement.

Ownership and use of any Intellectual Property Rights shall be in accordance with the Framework Agreement Terms and Conditions.

Change control procedures are to be applied as set out in the Terms and Conditions of the Framework Agreement.

COMMISSION OVERVIEW

2.1 Background

ORR’s role with respect to Network Rail’s delivery of enhancements in CP6 in England & Wales and Scotland has been agreed between ORR and the DfT and Transport Scotland respectively. This is summarised in a document on ORR’s website.

As described in the above roles and responsibilities document, ORR, DfT and Transport Scotland agreed that in CP6, ORR will adopt a more structured framework to review Network Rail’s capability to develop and deliver enhancements.

As part of this role, the ORR, NR and Independent reporters (Nichols) developed a more structured framework to measure Network Rail’s capability to specify capital projects (renewals and enhancements).

The purpose of this framework is to:

- provide evidence to help ORR determine if Network Rail is compliant with its relevant licence obligations;
- enable public reporting of route/region-based comparison; and
- to assist Network Rail in improving its capability.

The development and initial baseline assessment of the Capital Investment Capability Framework (CICF) were completed in 2019.

As part of the on-going CP6 monitoring of the CICF the ORR and NR have agreed to a reassessment of Network Rail using the CICF framework. This assessment will focus on NR’s five regions and Transpennine Route Upgrade (TRU).

2.2 Business Objectives and Priorities

The review and assessment will demonstrate to Network Rail and the ORR the impact of improvement plans implemented following the initial scores. It will provide updated scores for the Regions and give new scores to Major Programmes stood up since the initial baselining, providing a baseline for CP7 and direct future improvements.

3.0 SCOPE OF SERVICE AND DELIVERABLES

3.1 Key requirements

The independent reporter is required to undertake assessments of Network Rail’s capability to undertake its role as ‘Specifier’ of Capital Investments in the rail network.

There will be five Regional assessments and one Major Programme assessment as detailed below:

- (Region) Eastern
- (Region) North West & Central
- (Region) Scotland
- (Region) Southern
- (Region) Wales & Western
- (Major Programme) Transpennine Route Upgrade (TRU)

The CICF framework provides assessment criteria for measuring capability as an Enhancements specifier and separately a Renewals specifier. The five Regional assessments shall include both Enhancements and Renewals

capability reviews; the major programme assessment shall undertake a review of Enhancements capability only.

The reporter should set out how the assessments will be undertaken, demonstrated by an activity-based schedule covering the duration of the commission, including:

- Planning and mobilisation to include communications and engagement activity to be undertaken during this phase.
- Pre-assessment activity – this should include how the reporter will work with the Network Rail national functions to review enterprise wide process and policy.
- The assessment(s) process:
 - Desk based review – review of document-based evidence to support the assessment process to include process/procedure, governance and controls, and any required process outputs such as management plans.
 - Assessment interviews – interviews with colleagues from the assessment Region/Programme. To include how many interviews will be undertaken for each assessment and the roles to interviewed, explaining how this will provide the reporter with sufficient confidence to draw robust conclusions.
 - Assessment report – how will the independent reporter produce the output report for each assessment including engagement approach with Region/Programme and Network Rail Head of Sponsorship.
- Post assessment feedback to the Region/Major Programme.
- Post assessment feedback to Network Rail and ORR.
- Final closeout.

Further requirements:

- The assessment reports should include a capability score and commentary on key findings that underpin the score.
- The reporter shall set out the proposed effort for all regional assessments for the assessor team, and a project plan to be reviewed in conjunction with Network Rail and ORR.
- The proposal should seek opportunities to realise benefits from economies of scale and deliver value for money for the industry and the taxpayer. This should consider best practice from other maturity assessment models to drive value for money and efficiencies.
- The reporter should provide draft reports for each region and a final overview comparison report for publications.
- The reporter should make recommendations for the gap analysis to be completed as a Network Rail self-assessment. This should also include a proposal on any independent facilitation recommended to enable the gap analysis to be completed.
- Weekly steering groups will be held throughout the baselining activity with attendance from the reporter, Network Rail and ORR (as required).
- Post review lessons learnt on the framework and how they found undertaking the process (independently facilitated).

Constraints:

Network rail staff will not be available for interview during the following timescales: 18 December 2023 to 05 January 2024, and availability may be limited either side of this.

3.2 Key skills

Bidders will need to demonstrate how they meet the key following skills and experience:

- Demonstrable experience of undertaking maturity assessments capable of producing a reliable and efficient method for analysis and assessment.
- Named resources with suitable knowledge of the railway industry and Network Rails role as an Arm's Length Body (ALB).
- Named assessor resource with a high level of knowledge and experience on project, programme, and portfolio management methodologies and frameworks.
- Have access to suitable tools and software (if required) to provide the detailed analysis.
- The ability to work collaboratively with key stakeholders at all levels.

3.3 Key deliverables

The required deliverables for this review are:

- Schedule of activities covering the duration of the commission, specifically the interaction activities with individual Regions and TRU (7 days following contract award).
- Fortnightly progress reports throughout the duration of the commission, from appointment to submission of draft assessment reports, based on the CICF review schedule
- Desk based review (scoping stage) – review of document-based to support proposed commission plan.
 - presentation and report 1: update, findings and recommendations following completion of first baseline assessment to ensure it is fit for purpose;
- Assessment reports for each of the five Regions covering both Enhancements and Renewals.
- Assessment report covering Trans Pennine Route covering Enhancements.
- Capability Framework re-assessment activity summary & report to include:
 - region comparison with key findings; and recommendations on CP7 improvement and framework updates.
 - Major programme key findings and recommendations on short/medium/long term improvements.
- Post review lessons learned report.
- Risk/value register associated with the commission and underpinning assumptions supporting the schedule

<p>3.4 Proposed approach</p>	<p><i>[Insert at contract award stage]</i></p> <p>[Demonstrate and detail the proposed approach for the project, covering all areas of the projects scope and clearly state the requirement(s)]</p>
<p>3.5 Schedule & timings</p>	<p>Purposed Contract Start Date: 26th October 2023</p> <p>*These are indicative dates and will be agreed once the contract has been awarded and the PO has been approved.</p> <p>[Insert details pertaining to the commission’s intended start and end date, as well as a commission schedule e.g., a Gantt chart with tasks and attributive start/end dates]</p>
<p>3.6 Relationship applicable for performing the duties under this statement of works contract</p>	<p>Data Controller and Data Processor.</p> <p>The only processing that the Supplier is authorised to do is listed as in Appendix 1 and may not be determined by the Supplier.</p>

<p>4.0 KNOWLEDGE TRANSFER</p>	
<p>4.1 Knowledge Transfer</p>	<p><i>[Insert at contract award stage]</i></p> <p>[Explain and detail how knowledge transfer is to be enabled throughout the commission and how the final output will be delivered and presented to Network Rail and ORR.]</p>

<p>5.0 RESOURCE & COMMERCIAL DETAILS</p>	
<p>5.1 Supplier Resource</p>	<p><i>[Insert at contract award stage]</i></p> <p>[Key personnel which will be engaged in the commission, along with their responsibilities. Details should include sub-contractors, if sub-contractors are being utilised for the delivery of this contract commission]</p> <p>In the event of “key personnel” becoming unavailable the supplier agrees to provide a replacement of equal standard and status within 48 hours of notice.</p>

<p>5.2 Pricing Schedule</p>	<p>This contract is based on a TIME CHARGED contract commission. The budget for this commission is estimated at circa 300k-£500k. <i>[Insert price schedule and cost breakdown at contract award stage]</i></p>
<p>5.3 Payment Milestones</p>	<p>This contract is being let on a fixed price contract, payable on completion of key milestones and detailed at contract award stage.</p>
<p>5.4 Place of work</p>	<p>It is anticipated that the majority of the services may be conducted from the supplier’s own office or remotely.</p> <p>The Supplier shall endeavour to minimise cost, travel and expense costs throughout the duration of the contact, including coordinating staff interviews based on locations.</p>
<p>5.5 Expenses</p>	<p>For the purpose of this contract, business travel expenses to Network Rail, TOC or FOC offices [if this becomes necessary] may be claimed in accordance with Network Rail’s Business Travel and Expenses policy.</p>
<p>5.6 Contract Variations</p>	<p>Variations to this Statement of Work contract may be permitted in accordance with Clause 88 of the Utilities Contract Regulations (modification of contracts during their term).</p> <p>All variations to this Statement of Work contract must be agreed in writing under a restated statement of works document, duly signed by all parties</p>

6.0 INVOICING

6.1 Invoice Details

Network Rail operates a strict “NO PO – NO PAYMENT” policy.

Invoices are to be raised on completion of the contract or in accordance with the milestone payments [where applicable] set out in this SOW.

Invoices should contain the following information as a minimum:

- Purchase Order number
- SOW number as detailed in Section 1.0
- Project Title and description

Business expenses should be invoiced as a separate line and supported with receipts, as described in terms and conditions of the framework agreement and the Network Rail Business Expenses Policy.

Please be aware that failure to provide the information above may potentially cause a delay in processing the invoice.

Our preference wherever possible, is for invoices to be submitted via EDI.

Alternatively, invoices may be submitted

By email - invoices@networkrail.co.uk

By post – Network Rail Accounts Payable, PO Box 4145, Manchester M60 7WZ



This Statement of Work will be executed as per the Terms and Conditions agreed in the Independent Reporter Services Framework Agreement.

[supplier name to be completed at contract award]

Signed:.....

Name (CAPS):.....

Position:.....

Date:.....

NETWORK RAIL

Signed:.....

Name (CAPS):.....

Position:.....

Date:.....

[This SOW does not require further contract signatures from the ORR]

ANNEX 1 – Protection of Personal Data

Where Data Controller and Data Processor applies

The Supplier shall only process personal data as detailed below:

Description	Details
Data Protection Officers	<p>Network Rail: Fiona McConachie, The Quadrant, Elder Gate, Milton Keynes, Buckinghamshire, MK9 1EN</p> <p>Supplier: inserted at contract award stage</p>
Subject matter of the processing	The processing is needed to ensure that the Processor can effectively deliver the services under the framework contract.
Duration of the processing	The duration of processing refers to the duration of the contract, as specified in the call-off contract
Nature and purposes of the processing	<p>The nature of the processing means any operation such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction of data (whether or not by automated means).</p> <p>The purpose might include (but not limited to): statutory obligation, arranging Stakeholder meetings, data research and analysis and compliance with Network Rail's Business Travel and Expenses policy.</p>
Type of Personal Data being Processed	This may include (but is not limited to): name, address, job title, location, email address, telephone number, images, cost center number biometric data.
Categories of Data Subject	Examples include (but is not limited to): staff (including sub-contractors, volunteers, agents), customers/ clients, suppliers, students, apprentices, members of the public, users of a particular website.
Plan for return and destruction of the data once the processing is complete UNLESS requirement under union or member state law to preserve that type of data	On completion of the processing (interpreted as being contract expiry) the supplier shall cease to use the personal data and shall arrange for it's prompt and safe return to Network Rail, or destruction if instructed by Network Rail, of all Personal Data.