



Review of the Delivery of Train Performance Strategies

Final Report



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1. Introduction

Background

Train reliability and punctuality is a key determinant of user satisfaction with the rail network and therefore it is important that Network Rail and Train Operators (TOCs) work closely together to plan and deliver effectively good train performance. Joint Performance Strategies (JPSs) are developed and agreed between the fourteen Network Rail operating routes and their lead Train Operators, as an essential part of the discipline of performance planning. The Office of Rail and Road (ORR) monitors Network Rail to ensure it is doing all that is reasonably practicable to deliver its contribution to train service performance, including its role in the planning and delivery of JPSs. The Department for Transport (DfT) also monitors TOCs' performance against annual punctuality and reliability targets set in their operating contracts.

Over the last two years, as result of the pandemic, it has been difficult to determine whether the delivery of performance strategies is having the desired effect in improving train performance by monitoring train performance output measures alone. The substantial reduction in timetables, and even greater reduction in demand, reduced network congestion and station dwell times means there was more network resilience and much less reactionary delay meaning that performance output measures have been far less challenging to achieve. As service levels and passenger demand have started to increase, on time performance levels have reduced on some routes, i.e. the proportion of trains arriving at each station within one minute of the timetable.

Due to the unusual and changing circumstances above, ORR did not want to rely wholly on assessing train performance output measures to determine whether Network Rail was delivering its obligations on train service performance. In addition, ORR want to assess Network Rail's effectiveness in delivering the JPSs in collaboration with Train Operators as being a key input that will determine train service output performance.

Our remit

In the light of the above, ORR and Network Rail commissioned Nichols to undertake an Independent Reporter assessment of the delivery of Network Rail's planning of performance improvement (joint strategies, plans and governance) and the delivery of performance improvement work, with a focus on assessing what is actually being delivered in terms of performance improvement work and the resultant benefits. A copy of our remit is enclosed as Annex A.



In summary, our remit covered three primary questions topics and a further two sub-questions that we have structured into the following eight distinct themes:

1. 'Line of sight' between delivery of the JPSs and underlying performance improvement plans.
2. Delivery of performance improvement plans in 2020/2021, 2021/2022.
3. Governance and collaboration between Network Rail and Train Operators JPS delivery.
4. Performance improvement benefits from the work that is being undertaken.
5. Whether benefits could be measured in a better way.
6. Effectiveness of information for stakeholders.
7. Examples of good practice that could be used more widely across the network.
8. Common areas of weakness that need to be addressed.

Methodology

Our remit requested us to focus on “performance improvement initiatives/projects that are either solely delivered by Network Rail (e.g. asset reliability improvements) or are delivered in conjunction with TOCs (e.g. works in ‘Control’)”.

We were asked to assess a sample of five out of the 14 Network Rail routes and TOC JPS, with one for each of the five Network Rail regions:

Eastern – Anglia Route/Greater Anglia

North West & Central – North West Route/Northern Trains

Scotland – Scotland route/ScotRail

Southern – Wessex route/South Western Railway (SWR)

Wales & Western – Western route/Great Western Railway (GWR)



We conducted a review of the JPSs, performance plans and processes, and supporting material provided by each of the sample routes, comprising over 400 documents in total. This included details for a sample of 10 performance improvement initiatives and projects per route. We selected the sample projects in consultation with the five routes to represent a range of different performance scheme types, different benefit profiles, projects at different stages of their lifecycle (including in development, delivery and completed projects). We also reviewed evidence of their planning, management and delivery arrangements for their whole portfolio of performance improvement initiatives.

For each route we undertook workshops with Network Rail and TOC teams to explore and review the sample projects jointly. This included to test the 'line of sight' from JPS, to performance improvement plan, to delivery and also the estimation of performance benefits and evaluation of benefits realised. We used a common set of assessment criteria across all 50 sample projects. Separate meetings were also held with Train Operators to test the 'joint-endeavour' approach and the constructive challenge to Network Rail from TOCs, and vice-versa.

To assess JPS governance and collaboration, we attended as observers circa 30 meetings during the normal cadence of joint performance management meetings across each of the five routes. We assessed how well performance is governed, including quality and transparency of reporting, evidence of effective leadership behaviours, oversight and escalation arrangements, constructive challenge to delivery, and the collaborative approach and relationships evident between the parties.

We also undertook interviews with key stakeholders and funders, including the DfT, Transport Scotland, ORR, Rail Delivery Group (RDG), Transport for the North (TfN) and the industry's National Performance Board (NPB). This was to test views on performance strategies and plans, and the information and communication of performance by the routes.

Our full list of interviews undertaken is enclosed as Annex B.

Acknowledgement

We would like to thank each of the five Network Rail routes and their partner TOCs for their strong support, engagement, collaboration and openness provided throughout which has provided a major contribution to the success of the review process.

We also recognise the passion and desire expressed by all routes and their partner TOCs to understand and share good practice and learning as part of continuous improvement.

2. Findings and recommendations

Our remit (see Annex A) contained three primary questions topics and a further two sub-questions that we have structured into five questions covering eight distinct themes, which cover the entirety of the review remit. This is summarised in Table 1 below.

Primary question topic	Sub question
1 Delivery of joint performance strategies and underlying performance improvement plans	Question 1a – Is there clear ‘line of sight’ from the JPSs to delivery of performance plans and actual performance schemes?
	Question 1b – How well have plans been delivered over 2020-21 and the year to date?
	Question 1c – Are governance processes being followed, as outlined in the JPS? Are these effective in enabling route and operator leadership to monitor delivery and intervene if necessary? Are processes in place to monitor the effectiveness of the JPS in meeting target outcomes, and make amendments when appropriate?
2: The business benefits from the work that is being undertaken	Question 2a – How do routes and operators measure the business benefit of performance improvement works? How do routes and operators assess whether delivery of the plans is effective in meeting objectives?
	Question 2b – Could benefits be measured in a better way, recognised that attributing performance improvement to individual schemes is very difficult?
3: The effectiveness of provision of information to stakeholders	Question 3 – Are there ways in which reporting and/or liaison processes could be improved to provide ORR and funders with greater ongoing insight into delivery of joint performance strategies and plans?



Primary question topic	Sub question
For each question: Are there common areas of weakness that need to be addressed and are there examples of good practice that could be used more widely across the network?	Question 4 – Are there examples of good practice that could be used more widely across the network?
	Question 5 – Are there common areas of weakness that need to be addressed?

Table 1 – Summary of review remit questions

Our findings have been extrapolated from our assessment of the five sample routes and our assessment of a sample of ten performance improvement initiatives within each route. However, it is important to highlight that making direct comparisons between the five sample routes is not appropriate, as each route comprises different types of initiative, schemes at different stages of their implementation lifecycle, and where some have wider whole system complexities making it more difficult to measure their direct benefits.

Question 1a – Is there clear ‘line of sight’ from the JPSs to delivery of performance plans and actual performance schemes?

Across all five sample routes annual performance initiatives and agreed targets are provided at a high level in the JPSs. However, the clarity of ‘line of sight’ (i.e. the ease of tracking and rigour of how the initiatives and targets in the JPSs map through to specific performance improvement projects and schemes plans) varies significantly across these routes.

Line of sight is an important attribute of the performance management system because it enables Network Rail route and TOC senior management and stakeholders to have confidence that:

- The agreed JPS is clearly tracked to performance improvement plans and initiatives aligned to its direction and priorities.
- The progress of delivery of performance improvement plans and initiatives can be monitored and reported.
- The benefits realised by performance improvement plans and initiatives can also be monitored and reported.
- In aggregate, the improvement plans and initiatives are sufficient to meet agreed performance targets.



The following findings support our response to the question:

- All five JPSs provide a high-level summary of the initiatives to be implemented during the financial year, to improve performance. There is good evidence of a joint endeavour which supports the TOC target setting process with the DfT and Transport Scotland. Across the five routes there is a varying level of detail in the JPSs and supporting summary plans regarding the specifics of the performance initiatives. This can impede the ability to readily track from the strategy through to the specific schemes, and vice-versa.
- Some JPSs contain estimates of the performance benefits of the initiatives which are rolled up to Joint Performance Improvement Plan (JPIP) categories. There are examples, including Wessex and Anglia, where this has been done at a more granular level. Overall, however, there needs to be greater transparency on how estimated benefits feed into the target setting processes and the strategies.
- Each route has relevant business-as-usual maintenance and renewals activities which are very important contributors to performance; references to these in the JPSs varies across routes.
- Events arise which may require significant in-year changes to performance improvement plans. The frequency of updating the JPS and their supporting plans varies across routes.

It is our view that JPSs should focus on the problem statement, strategic performance improvement themes, performance targets and risk mitigations to achieving them, together with the management and governance arrangements for delivering the annual JPS in line with the target setting process. Whilst we recognise that being overly prescriptive is not a feature of the devolved Network Rail environment, we also consider that 'line of sight' would be greatly improved if all the detail of the individual performance schemes were brought into one cohesive route master JPS Delivery Plan to enable the efficient tracking of overall progress. This plan would be owned by the performance teams and would be kept regularly up to date throughout the year to reflect the many changes in performance plans and initiatives that take place, for example, new initiatives, progress delays. This will enable senior route and TOC leadership who own the JPSs to have better oversight of delivery performance.

Recommendation 1 – We recommend that a clear line of sight is maintained between the JPS and the portfolio of improvement initiatives and projects, including the contribution that individual schemes make to meeting the objectives of the strategy.



Question 1b – How well have plans been delivered over 2020-21 and the year to date?

Within the sample of ten performance improvement projects per route assessed we found good evidence that improvement plans set out in the JPSs and supporting documentation are being delivered. Schemes have clearly defined problem statements, clear scope and good progress has been made in regard to their delivery. However, we consider that delivery oversight of performance initiatives and projects could be strengthened by more routinely undertaking deeper dive reviews of significant schemes that are at risk of delivery and also more disciplined escalation of issues and risks as part of the reporting cadence.

We undertook an assessment of a sample of 10 representative performance improvement initiatives and projects for each of the five routes. Each scheme was assessed against the criteria shown in Figure 1 below:

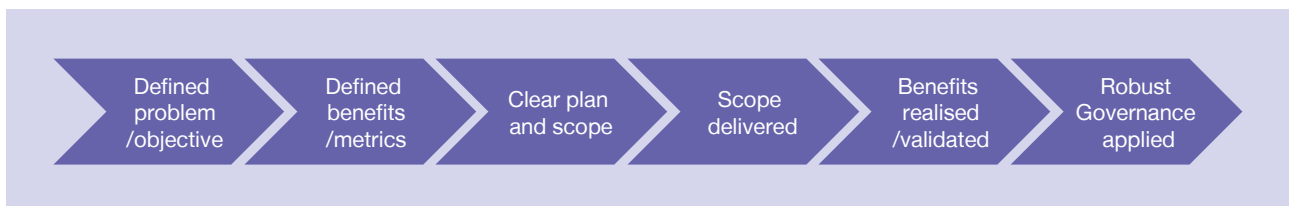


Figure 1 – Assessment criteria for sample schemes

Figure 2 below contains a summary of our assessment outputs against these criteria aggregated across all five routes. Details of the sample for each route and route specific assessment outputs have been provided in separate summarises provided as feedback to the five route teams.

Line of enquiry	RAG	Comment
Defined problem statement/objective	Green	Clear problem statement defined with only a very few exceptions
Defined benefits and metrics	Yellow	Some schemes, particularly those that are more whole system in construct, do not have sufficiently clearly defined (and robust) estimated benefits/metrics
Clear scope	Green	Schemes developed with good local operational knowledge with input from front-line staff
Scope delivered	Green	Good progress in delivering the scope, with only a very few exceptions
Benefits realised and validated	Yellow	Across all routes there is a need for greater follow-up post completion of an initiative to assess whether the intended benefits have been realised – noting the need for proportionality regarding the application of professional judgement
Governance, collaboration and challenge		Across all routes there is strong evidence that the plans set out in the JPS's and supporting documentation are being delivered as part of a Network Rail and TOC joint endeavour based on established governance processes (however see next section on governance for more details on areas still to improve)

Figure 2 – Consolidated summary of delivery assessment aggregated across all five routes

Some assessment outputs in Figure 2 are relevant to the following questions on governance and benefits.

Question 1c – Are governance processes being followed, as outlined in the JPS? Are these effective in enabling route and operator leadership to monitor delivery and intervene if necessary? Are processes in place to monitor the effectiveness of the JPS in meeting target outcomes, and make amendments when appropriate?

We attended a sample of circa 30 performance governance meetings and found that governance processes outlined in the JPSs are being followed, with a clear joint endeavour approach being very evident between Network Rail routes and their respective TOC partners. Each route (and region) has an established whole industry governance process, meeting structure, and meeting and reporting cadence in place for reviewing performance metrics against the target outcomes defined in the JPSs.

Building on our response to Question 1b, route and operator leadership monitoring and intervention could be better enabled by routinely providing senior forums with improved summaries and metrics of delivery of performance initiatives and projects, and to escalate key issues and risks for leadership intervention.

We observed effective joint leadership behaviours in Network Rail and TOCs, and willingness to listen and adapt plans accordingly.

The following findings support our response to the question:

- Each route (and region) has an established whole industry governance and reporting cadence in place for reviewing joint performance. We observed at a sample of circa 30 of these meetings across all five routes both at a working and senior leadership level and can confirm that the governance processes outlined in the JPSs are being adhered to. Greater clarity is however required as to which governance meeting is accountable for delivery of the performance initiatives and projects.
- For all five routes we observed a strong joint endeavour approach between Network Rail and their relevant TOCs. Some routes have one lead TOC (for example Wessex) and other routes have multiple TOCs (for example Anglia). The extent of freight operators' involvement observed in meetings attended varies, with strongest evidence of involvement observed in the Western and Anglia routes.
- We found evidence that the wider organisation, not just performance teams, are focused on delivery of performance, for example, in works undertaken by Network Rail's Delivery Units.
- We found that Network Rail does not always have full visibility of TOC-only performance plans, and vice-versa, as there is acceptance that both need space for their business-as-usual activities. There is good dialogue and visibility, however, on joint initiatives, especially where routes have joint performance teams.



- There are varying degrees of visibility of and data on progress of work that is being undertaken by others across the Network Rail organisation (for example, business-as-usual type work-banks within Delivery Units that contribute to performance).

Recommendation 2 – We recommend that:

- a. There should be clarity on which governance forums are accountable for delivery of the performance initiatives and projects.
- b. Joint performance management governance processes should include deeper dive reviews of the delivery progress of specific performance initiatives and projects.
- c. Senior leadership forums are provided with clear summaries of the progress of schemes, including highlighting key issues and risks to delivery which require their attention and/or resolution.

Question 2a – How do routes and operators measure the business benefit of performance improvement works? How do routes and operators assess whether delivery of the plans is effective in meeting objectives?

We found that for both Network Rail routes and operators, estimation and measurement of business benefits of performance improvement works is inconsistently applied. Typically it is done for some schemes where performance benefits are easier to quantify, however it is not done consistently or routinely for all performance improvement initiatives and projects. This has an impact on their capability to provide robust quantitative evidence to demonstrate that improvement works are sufficient to deliver JPS objectives. However, by applying local route knowledge in developing the JPS and plans, this provides a level of confidence that improvement plans are focussing on the right performance initiatives.

The measurement of business benefits is important to not only assess whether a particular initiative has delivered the intended outcomes but also for the application of learning for the development of future initiatives as part of a programme of continuous improvement. This is summarised in Figure 3 below:



Figure 3 – Lifecycle of performance improvement initiatives and importance of benefits estimation

The following findings support our response to the question:

- Joint Network Rail and TOC processes are in place for forecasting business benefits. These are recorded in Performance Improvement Plan (PIP) progress trackers (for example Integrated Performance Action Tracker (IPAT) and 'Power BI' software) and also summarised in the JPSs (rolled-up at JPIP category level). However, we found that the extent (and disciplined application) of estimation of such benefits varies across the five routes.
- Routes and TOCs undertake regular reviews of progress of plans against JPSs, but we found insufficient routine challenge and assurance on accuracy of benefit estimation per initiative and, once complete, on what benefits were realised. This is currently inhibiting the ability to assess whether delivery of plans against JPSs is fully effective and sufficient.
- Benefits are easier to quantify and measure for initiatives that improve asset reliability (for example, points and track circuits); these have clearer metrics that flow through to regular delay attribution reporting and progress meetings.
- Other types of performance schemes support improvements in wider whole system performance (for example, sub-threshold delay mitigations, crime prevention, weather). We heard from our interviews that direct benefits from these schemes can be more difficult to accurately quantify and that estimates had not always been produced and/or challenged.



- Post completion of a performance initiative we found that follow up to determine whether estimated benefits have been realised is not a routine part of performance management. Disciplined follow up is necessary to assess whether a scheme's estimated contribution to the delivery of the JPS and associated targets has been achieved and to provide learning for future initiatives as part of good practice continuous improvement. We found many examples across the five routes where benefits realisation is not currently being undertaken.

Notwithstanding the above, there is a need for proportionality using professional judgement in regard to how much management attention is given to measuring business benefits and benefits realisation, i.e. avoid creating a 'cottage industry' in assessing benefits with a potential spurious level of accuracy. This includes ensuring that the measurement of benefits realisation occurs for a finite period of time to avoid creating unnecessary long-term overheads and/or until the benefits are included in updated baselines.

Given the uncertainty with estimating benefits as well as assessing what benefits have actually been realised, the aggregate impact of the whole portfolio of improvement initiatives and projects should be kept under review. Alongside the committed portfolio, we found evidence that some routes have plans for additional potential initiatives that can be mobilised if necessary. However, there is an inevitable delay from starting an initiative to delivering its benefits. There would be merit in all routes maintaining a 'hopper' of performance initiatives and projects that can be brought forward when required (but noting that this should commit significant effort to development and procurement). A 'hopper' will enable a quicker response to changing priorities or the availability of funding, to respond to and take account of emerging delivery risks, and to counter the impact on optimism bias with regard to benefits estimation and realisation.

Recommendation 3 – We recommend that joint performance delivery plans should maintain a 'hopper' of performance initiatives and projects that the route can bring forward without committing significant effort to development and procurement.



Question 2b – Could benefits be measured in a better way, recognised that attributing performance improvement to individual schemes is very difficult?

The approach to benefits estimation could be improved by including much greater consistency and discipline to determining and measuring relevant intermediate benefit measures to assess the direct impact of performance improvement schemes where it is complex and difficult to measure their contribution to wider train system performance output targets directly. The context for intermediate benefit measures is illustrated in Figure 4 below along with examples of candidate typical intermediate measures. We understand that Network Rail have data on most of these typical intermediate measures available to them already.

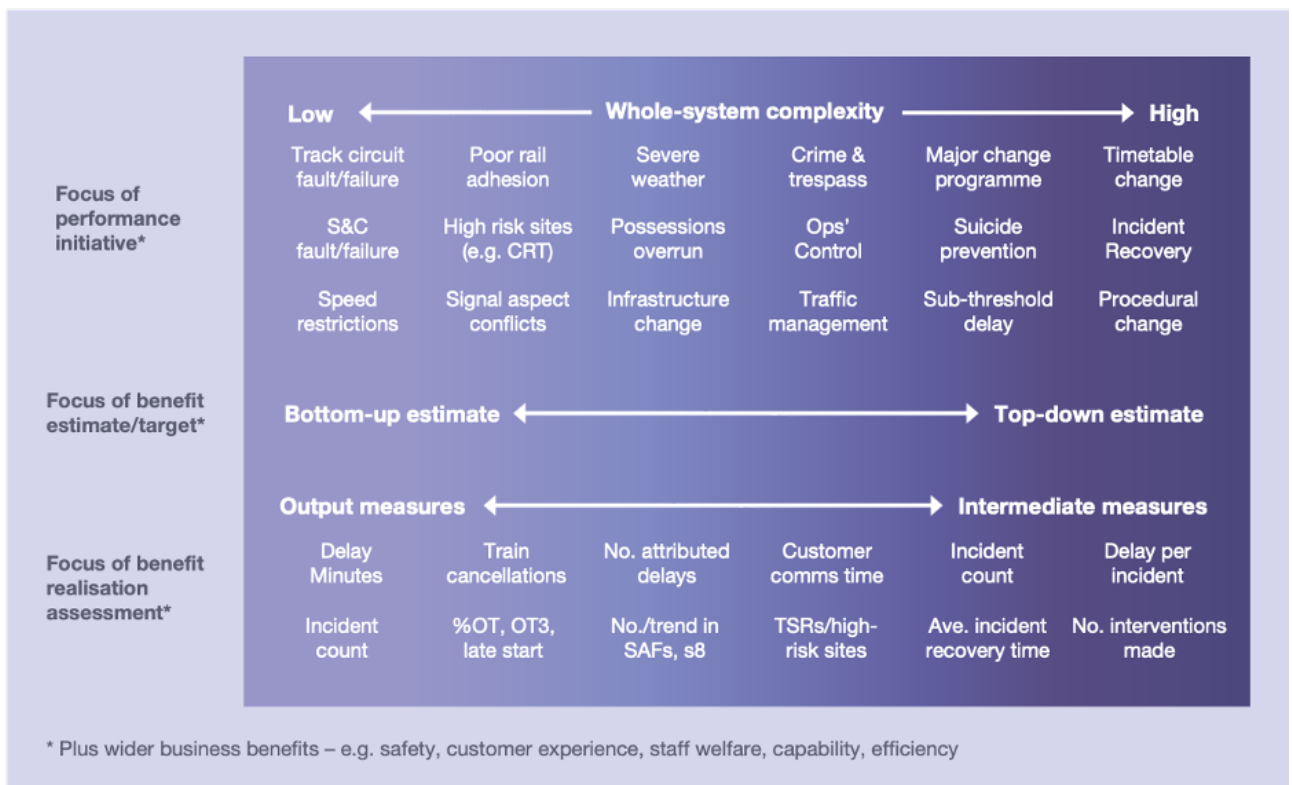


Figure 4 – Context for Intermediate benefit measures in wider performance measurement landscape

By way of example, freight trains leaving late from quarries in Somerset can have a detrimental impact on wider network performance. A performance improvement scheme to improve this could be measured by the number of right-time departures from the quarries as an intermediate benefit measure.

Our response to the question is supported by the following findings:

- From our interviews, there was a strong view that not all performance schemes could have their direct train performance benefits accurately estimated, given their contribution to wider whole system performance (and the many variables that influence performance at such a level). Particular categories of schemes that were considered more difficult to assess included the following (specific scheme examples across the five routes are provided in Annex D):
 - Schemes that are intended to target sub-threshold delay – we found that with a few exceptions the majority of these schemes did not have full quantification of their estimated benefits. We propose that intermediate measures could be used to assess their impact at a local level. Examples of such measures could be improving dwell time at a specific station, improvements to sectional running times for specific sections of track and reduced response time by operational control for certain categories of incident.
 - Rail head treatment proposals – many of the schemes we assessed were trials in regard to assessing new methods for reducing the impact of delays caused by poor rail conditions. Whilst the schemes did record data on wheel slippage, we are of the view that there would be value of assessing the impact on specific sectional running times to determine the time saving benefits from the trials. This can then be used to estimate the benefits of rolling out the proposals across the wider network.
 - Initiatives to reduce trespass and suicides on the railway – whilst there is good data on the number of actual incidents (and their delay impact), there was less data available on trends on the number of potential trespasses or suicides that have been avoided through deterrence (for example, improved remote monitoring equipment) and physical intervention (for example, mobile patrols). Such data could provide better information on the success of such prevention initiatives.
- We also found emerging signs that the DfT National Rail Contract (NRC) target setting process will encourage measuring overall performance at an aggregate level against agreed baselines. There is an opportunity to develop baselines in 2022/23, ready for the next annual target-setting process, and with clarity on addressing the alignment between the ‘as is’ and the ‘to be’ if train services are planned to increase towards normal operations post Covid. We noted that Wessex/SWR’s analysis appears to be the most mature and developed ‘baseline’ in this regard.

Recommendation 4 – We recommend that:

- a. A consistent and robust approach is implemented to estimate the benefits of performance improvement schemes.
- b. Good practice guidelines are developed for pragmatic and realistic benefits estimation methods. This should include much greater discipline of determining relevant intermediate benefit measures (assessed for an appropriate finite period of time) in order to assess the direct impact of individual schemes.
- c. Post completion of a performance initiative and/or project, there should be a much stronger discipline in following-up whether the estimated benefits have been realised.

Question 3 – Are there ways in which reporting and/or liaison processes could be improved to provide ORR and funders with greater ongoing insight into delivery of joint performance strategies and plans?

We found that the format of meetings and the nature of reporting to ORR and funders (DfT and Transport Scotland) varies significantly and could be improved with a more structured, consistent approach, using a common set of management information with more emphasis on delivery of JPSs, performance plans and benefits realised.

Our response to the question is supported by the following findings:

- We found good evidence that the DfT target-setting process for the NRC contracts has encouraged a strong Network Rail and TOC collaborative approach to performance reporting to DfT and ORR (TOCs are specifically incentivised to collaborate with Network Rail).
- Reporting to ORR is undertaken via eight-weekly route meetings, some of which have TOC attendance. The format of the meetings and nature of reporting varies significantly, with some having little or no supporting management information. There could be a more structured approach, based on a standing item agenda, summary management information pack showing performance trends against targets, progress of performance improvement schemes, key risks and opportunities and subjects that warrant deeper dive reviews.



- Both the ORR and DfT regular performance review meetings do not typically discuss details of individual performance schemes and line of sight contribution to JPSs. There would also be benefit of undertaking some challenge on benefits realised and how they can be included in the baselines for future year targets.
- RDG attend regional performance boards and route performance boards. We found this enabled a good two-way information flow at these meetings, with particular focus on lessons learnt and dissemination of best practice.
- The National Performance Board (NPB) is seen as a supportive forum, but views flagged from some interviewees suggested that it could be more directive, noting however that it does not hold commercial and funding levers. We also heard from Transport for the North that there would be benefit from greater transparency of progress of specific performance schemes.
- There are separate governance and reporting structures for DfT's oversight of TOC NRCs, Transport Scotland oversight of the ScotRail Alliance and ORR's regulatory monitoring of Network Rail's contribution to train performance measures. There could be an opportunity for some synergies in the reporting processes to these meeting which could deliver some efficiencies, whilst not compromising funders' and ORR's specific industry-wide roles.

Recommendation 5 – We recommend that there is a more structured approach to reporting and liaising with ORR and funders. This should include a clear purpose for the meetings supported by a standing item agenda; provision of a summary management information pack (using existing management information) showing performance trends against targets, progress of performance improvement schemes, key risks; and discussion of subjects that warrant deeper dive reviews.

Question 4 – Are there examples of good practice that could be used more widely across the network?

We found many examples of good practice across the five Network Rail routes working jointly with TOCs, many of these could be used more widely by other routes and TOCs. There is also a desire expressed from both Network Rail and TOCs to understand and learn from good practice elsewhere. However, there could be a more systematic approach to sharing good practice, which builds on the good work of the NPB and other existing performance practice sharing forums.

Good practice covers both specific performance improvement initiatives as well as management processes. In summary we found good practice in the following categories (more details are provided in Annex D to enable wider sharing across routes and operators).

Performance improvement measures:

- Innovative approaches to addressing poor rail adhesion via train borne technologies.
- Programmes for tackling temporary speed restrictions, including those related to seasons (critical temperatures in summer, high rainfall in autumn) improvement plans.
- Joint leadership and management initiatives for operational control functions.
- Route crime, trespass and suicide prevention measures, including community awareness programmes.
- Right-time departure initiatives for passenger trains from depots and stations, and for freight trains from originating terminals.
- A range of smaller-scale, low-cost initiatives that are developed and implemented through local operator knowledge and joint industry collaboration, which could have applications across other routes and TOCs.

Annex D also contains a summary of good practice in performance management process, covering examples of tracking performance projects, benefits estimates, intermediate measures of benefits, and governance.



Question 5 – Are there common areas of weakness that need to be addressed?

In addition to areas of improvement set out in our findings above, we have identified that there is a strong correlation between the size and experience of the performance teams and the quality and detail of programme plans, metrics, controls and reporting documentation. This is a potential weakness to performance management if leadership and resourcing of performance impacting activities are not effectively joined up between the performance teams and other route delivery functions, like asset management or maintenance.

Wessex is a good example of a well-resourced performance team whilst other routes have less resources.

Overall, it struck us that the balance of performance management activity and reporting cadence is focused on dealing with current performance issues and challenges. This is to be expected and ensures there is appropriate focus on the here and now expectations of customers. However, assuming that there is a finite bandwidth of performance leadership and capability, it is our view that more emphasis and focus should be put on the longer-term horizon. A potential consequence of not getting the balance right between focus on short and long-term performance is less resilience and capacity to deal with significant emerging issues, uncertainty and shocks; particularly in regard to the performance uncertainties associated with post pandemic recoveries of demand. It is our view that the JPSs could have more emphasis on the planning for and governance of the longer-term performance challenges.

Business-as-usual maintenance, renewals and operational activities are essential (and in practice the largest) contributors to performance. The relevance and importance of these activities is not consistently acknowledged in the five route JPSs. It is our view that far greater emphasis is needed regarding the importance of these activities as part of the JPSs, so that performance improvement is portrayed as a whole route responsibility and not just the performance teams.

3. Summary of recommendations

Recommendations

A summary of our recommendations from this review are summarised in Table 2 below.

No.	Recommendation to ORR/Network Rail
1.	We recommend that a clear line of sight is maintained between the JPS and the portfolio of improvement initiatives and projects, including the contribution that individual schemes make to meeting the objectives of the strategy.
2.	<p>We recommend that:</p> <ul style="list-style-type: none"> a. There should be clarity on which governance forums are accountable for delivery of the performance initiatives and projects. b. Joint performance management governance processes should include deeper dive reviews of the delivery progress of specific performance initiatives and projects. c. Senior leadership forums are provided with clear summaries of the progress of schemes, including highlighting key issues and risks to delivery which require their attention/resolution.
3.	We recommend that joint performance delivery plans should maintain a ‘hopper’ of performance initiatives and projects that the route can bring forward without committing significant effort to development and procurement.
4.	<p>On business benefits, we recommend that:</p> <ul style="list-style-type: none"> a. A consistent and robust approach is implemented to estimate the benefits of performance improvement schemes. b. Good practice guidelines are developed for pragmatic and realistic benefits estimation methods. This should include much greater discipline of determining relevant intermediate benefit measures (assessed for an appropriate finite period of time) in order to assess the direct impact of individual schemes. c. Post completion of a performance initiative and/or project, there should be a much stronger discipline in following-up whether the estimated benefits have been realised.



No.	Recommendation to ORR/Network Rail
5.	We recommend that there is a more structured approach to reporting and liaising with ORR and funders. This should include a clear purpose for the meetings supported by a standing item agenda; provision of a summary management information pack (using existing management information) showing performance trends against targets, progress of performance improvement schemes, key risks; and discussion of subjects that warrant deeper dive reviews.

Table 2 – Summary of our recommendations

Annex A – Review Remit

The remit for the review was defined in the ORR/Network Rail ‘Statement of Works’, summarised below.

Objectives

In view of:

- The importance of train performance.
- The efforts that have been made around improving Network Rail’s planning for train performance improvement in the last three years.
- The limited insight that can be gleaned about Network Rail’s delivery through the use of existing performance measures.

ORR would like to gather more detailed qualitative information about the line of sight between Network Rail’s planning of performance improvement (through its strategies and plans) and the delivery of performance improvement work, assessing what is actually being delivered in terms of performance improvement work, and the benefits (not necessarily in direct performance improvement) that have derived from this. This assessment will inform ORR’s Network Rail Annual Assessment for the year 2021-22 which will be published in June/July 2022.

There are three key areas for Independent Reporter to review:

1. The joint performance strategies and the performance improvement plans: Joint Performance Strategies are agreed between each Train Operator and their lead Network Rail Route. These Strategies are supported by specific performance improvement plans, which may be summarised or cross-referenced in the Strategy document, and the Strategies define the governance process(es) by which delivery of the plans, and the effectiveness of the Strategy, will be monitored and refreshed. These form the bedrock of performance improvement work, and it is vital that these plans are delivered. The key focus is whether there is a clear line of sight from the Joint Performance Strategies, through the underlying improvement plans, to the actual delivery of schemes.



2. The business benefits from the work that is being undertaken. Delivery of these schemes needs to yield demonstrable benefit. It is recognised that attributing performance improvement to individual schemes is very difficult, and thus looking at other ways of measuring benefit will be needed. ORR would like the Reporter to investigate how Network Rail measures the benefits from its Strategies and plans. This can include intermediate measures, for example, reduced failure rates, improved response times, or staff competence.
3. The effectiveness of provision of information to stakeholders. These include funders, ORR and other external stakeholders.

Approach

The analysis is to be undertaken for a sample of five Network Rail Route/TOC Joint Performance Strategies, one for each Network Rail Region. The list is:

Eastern Region – Anglia Route/Greater Anglia

North West & Central Region – North West Route/Northern

Scotland Region – Scotland Route/ScotRail

Southern Region – Wessex Route/SWR

Wales & Western Region – Western Route/GWR

Scope

The scope is envisaged to cover:

- Projects that are either solely delivered by Network Rail, such as asset improvements, or are delivered in conjunction with TOCs, such as work in Control; and
- The collaborative processes, including mutual challenge, through which Network Rail Route and TOC ensure delivery of their joint performance targets.
- Liaison with train operators. Although ORR regulates Network Rail, work done on performance improvement is by its nature collaborative with train operators, and engagement with the relevant TOCs will therefore be required.



Out of scope:

- Delivery of activity which is solely for the TOC, such as fleet improvements, is outside the scope of this mandate.
- While this review will cover the delivery of work identified in the JPSs, a review of the quality and content of the strategies themselves is not required. The focus is therefore on whether the work identified in the strategies and associated improvement plans is being delivered.
- Review of the adequacy of the PIMS and RM3P processes.

Requirements

The Independent Reporter is expected to address these questions:

Question 1 – Delivery of joint performance strategies and underlying performance improvement plans:

- Is there a clear line of sight from the joint performance strategies to delivery of performance improvement plans and the actual performance schemes?
- How well have these plans been delivered over 2020-21 and the year to date?
- Are the governance processes outlined in the joint performance strategies being followed?
- Are these governance processes effective in enabling Route and TOC leadership teams to monitor delivery of performance plans and to intervene where necessary?
- Are there processes in place (e.g. quarterly reviews) to monitor the effectiveness of the Joint Performance Strategies in meeting target outcomes, and to make amendments when appropriate to do so?

“Processes” above include Network Rail internal and joint Network Rail/TOC processes, at both Route and Regional levels.



Question 2 – The business benefits from the work that is being undertaken:

- How do Network Rail Routes and Train Operators measure the business benefit of performance improvement works?
- How do Network Rail Routes and Train Operators assess whether delivery of the plans is effective in meeting the objectives of the joint performance strategy?
- Could business benefit be measured in a better way?

Question 3 – Effectiveness of information for stakeholders:

- Are there ways in which reporting and/or liaison processes could be improved to provide stakeholders (e.g. ORR, DfT, NPB) with greater ongoing insight into delivery of joint performance strategies and plans?

For each question:

- Are there common areas of weakness that need to be addressed?
- Are there examples of good practice that could be used more widely across the network?

Annex B – List of Interviewees

Giles Baxter	Head of Performance, Wessex Route, Network Rail
Dan Blake	Performance Compliance and Analysis Manager, ScotRail
Jason Bridges	Industry Programme Director, Wessex Route, Network Rail
Robin Buchanan-Morgan	Network Performance Portfolio Manager, Rail Delivery Group
James Comerford *	Head of Customer Strategy & Performance, Western Route, Network Rail
Erica Davis *	Performance Improvement Manager, North West Route, Network Rail
Amy Dickens *	Head of Strategy, Risk and Validation, South Western Railway
Nick Donovan	Managing Director, Northern Trains (also Chair, Network Performance Board)
Robert Franklin	Network Performance Manager, Rail Delivery Group
Andy Friel	Head of Strategy and Intelligence, Great Western Railway
Michael Hayes	Head of Coordination and Planning, Passenger Services, Department for Transport
Richard Holt	Performance Implementation Manager, Northern Trains
Steven Johnston	Reliability & Resilience Officer, Strategic Rail, Transport for the North
David Maxwell *	Head of Performance, Scotland Route, Network Rail
Keith Palmer	Head of Performance and Planning, Greater Anglia
Bill Reeve	Commercial Director, Transport Scotland
Jim Richards	Rail Markets Director (South), Passenger Services, Department for Transport
James Royal	Head of Performance, South Western Railway



Tom Westwood	Head of Performance, Anglia Route, Network Rail
Fiona White	Director Markets North, Passenger Services, Department for Transport
Peter Wilkinson	Managing Director, Passenger Services, Department for Transport
Tricia Williams	Chief Operating Officer, Northern Trains

* Lead route contact for this review.

Annex C – Abbreviations

DfT	Department for Transport
FOC	Freight Operating Company
GA	Greater Anglia
GWR	Great Western Railway
IPAT	Integrated Performance Action Tracker
JPIC	Joint Performance Improvement Centre (Wessex/SWR Route)
JPIP	Joint Performance Improvement Plan
JPS	Joint Performance Strategy
NPB	National Performance Board
NRC	National Rail Contract
ORR	Office of Rail and Road
PIF	Performance Innovation Fund
PIMS	Performance Improvement Management Centre
PIP	Performance Improvement Plan
PMO	Programme Management Office
RDG	Rail Delivery Group
RM3P	Risk Management Maturity Model for Performance
SWR	South Western Railway



TOC	Train Operating Company



Annex D – Good Practice

We found many examples of good practice across the five Network Rail routes working jointly with TOCs, many of these could be used more widely by other routes and TOCs. There is also a strong desire expressed from both Network Rail and TOCs to understand and learn from good practice elsewhere.

We found good practice covering both specific performance improvement initiatives as well as management process. The purpose of this Annex is to record some examples of the good practice we observed to provide some context to our summary finding above.

Examples of performance improvement projects that could be shared as good practice

Track assets – Track faults are a common cause of performance delays. Network Rail has underway performance improvement projects consistent with the scale of the problem on each route. We saw evidence of successfully delivered projects to remove temporary speed restrictions (TSRs) within the Western, North West & Central and Wessex routes, the latter continuing in 2022/23 to minimise what has been a significant source of delays. We also saw good examples of track performance work in Scotland being delivered by local Delivery Units as business-as-usual maintenance and renewals activity.

Feature project – Western/GWR, Berks & Hants line track stress unknown worksites

Significant problems in 2021 due to speed restrictions that resulted from poor asset condition, data records and summer weather. Impacting on critical West of England route.

This is a good example of documented 'line of sight' process from incident learning review through to: analysis and data; strategy; project delivery plan; route and operator support; and progress monitoring, with clear documentation and management information, all with local knowledge and input from Delivery Unit maintenance teams.

This is also a good example of tracking clear intermediate benefit measures.

Commitment to maintain investment in future years to prevent problems re-occurring.

Track TSR site 'before' project



'After' project completed





Non-Track assets – A range of different non-track equipment faults form one of the largest causes of performance delay, for example, points failure, train detection faults, signal failures, track circuit failures and poor reliability of power and telecoms equipment.

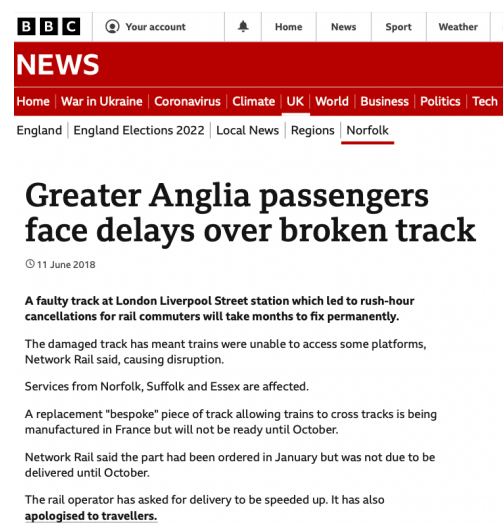
Feature project – Anglia/GA, Switch & Crossing (S&C) failures at Liverpool Street

In response to a significant, long-term disruption incident Anglia route funded and completed a project to accurately survey and measure all of the bespoke (S&C) assets within its critical Liverpool Street corridor.

Good example of proactively identifying and ordering the right spares for each asset, so that repairs can be built and delivered as soon as possible when needed.

This project will reduce the risk of delays to replacing failed assets in future, and therefore the consequential performance impact.

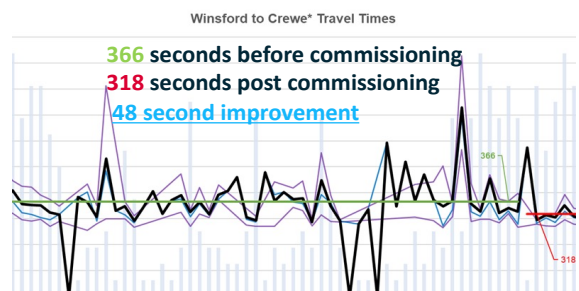
News article on original problem



Feature project – North West & Central/Northern Trains, Removal of Conditional Double Reds signal at Crewe

The route, with good local operating staff input, identified an opportunity to remove a redundant safety constraint with modern systems. This has significant performance benefits on the northern approaches to Crewe station, saving circa 48 seconds. Good justification set out in support of PIF funding, with modest cost and significant benefits.

Analysis of benefits undertaken – illustrating before vs. after running time



Successfully delivered in early 2022, with potential for further application across the North West route and also on other Network Rail routes. A good example of intermediate measure of benefits via improved running times, with benefits realised validated by train drivers.

Seasons/Weather – A number of routes and TOCs are investigating and trialling innovations in rail head treatment, to address the seasonal causes of performance delays due to poor rail adhesion, as well as providing safety benefits. These innovations include collaborations with rail industry bodies and with leading Universities. This rail treatment activity is just one strand of innovations that we observed are benefitting from Performance Innovation Fund (PIF) financial support.

Feature projects – Water Trak and Cryogenics (North West/Northern, Scotland/ScotRail, Wessex/SWR)

Water Trak concept for treatment in reaction to damp, dewy conditions that can cause poor rail adhesion.

Project for Cryogenic (dry-ice) application to treat rail-head contamination, rather than high-pressure water-jetting.

Both concepts are at proof of concept stage; with a view to deploying smaller and therefore cost-effective equipment onto passenger trains in future, rather than more infrequent specialist Network Rail plant, hence a strong example of innovative whole industry approach.

There is a clear opportunity for these technologies to be considered for wider application across all routes.

Cryogenic trial test equipment





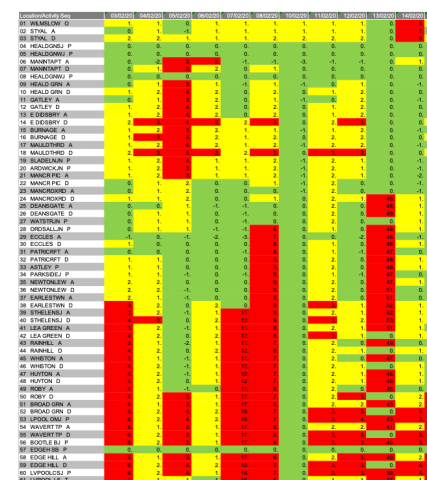
Timetable planning – In all routes we saw examples of performance improvement projects whose benefits are scheduled to be introduced through in-flight adjustments to existing timetables and/or through major formal timetable changes (May and December industry annual cycles).

Feature project – North West/Northern ‘Start of Day’

The route has recognised that if the train service starts badly then it can continue that way for the remainder of the day, with almost half of all delays on Northern Trains services directly or indirectly attributed to a late start from their point of origin.

This is a good example of forensic work undertaken to analyse the top 50 ‘worst trains’ in terms of meeting start of day performance metrics. Underpinned by a visual RAG assessment per train, which can be used as an intermediate measure to assess benefits realised, which are hard to isolate due to wider whole system complexities. Some changes already made, showing clear benefits, and others planned for the December 2022 timetable.

Illustration of analysis of delays per train (RAG = Red-Amber-Green)



External – All five routes are implementing measures to tackle the growing incidents of trespass, involving vulnerable people, fatalities and vandalism. Examples include Scotland/ScotRail’s innovations with train borne Forward Facing CCTV and ‘Videoguard’ projects, Western/GWR’s Route Crime and Security initiatives and Wessex/SWR’s Strategic Crime Intelligence, Security and Welfare Services.

Feature project – Anglia suicide community awareness programme

Trespass and suicides are a major source of external delay across all routes. Anglia route have secured a mental health nurse from the East London NHS Trust to work in partnership with the rail industry and wider local community to help raise awareness of suicides and suicidal behaviour. The resource has also assisted Network Rail in training rail industry staff in how to identify possible suicidal behaviour and to intervene. This is a good example of training staff to spot the early signs of such behaviour and intervene.

As well as strong societal benefits, this proposal has contributed to Anglia’s strong record of having the least number of suicides on the railway across all routes.

Photo-montage of community awareness training





Unattributed delays – Typically the largest cause of delays (around half of all delays for some routes) is from a myriad of small performance problems where there is no attributed cause. The routes are undertaking significant work to investigate and analyse these ‘sub-threshold delays’. This work is being used to inform future changes to operations, timetables and train planning. Examples include Scotland/ScotRail’s Transport Scotland funded ‘Trainserv’ project, and North West/Northern studies using ‘Quartz’ and GPS data.

Feature project – Wessex/SWR Joint Performance Hubs

Drawing on DfT’s NRC funding, the route has analysed the entire network and identified the two local area ‘hubs’ causing greatest incidents of sub-threshold delays for detailed analysis.

This work has since derived a portfolio of low-cost initiatives in the hub area to tackle problems identified that are now being implemented, together with further solutions planned for the next timetable change.

This is a good example of bringing together good quality data and analysis with local knowledge and input from SWR train drivers and Network Rail teams, underpinned by good project management rigour and intermediate benefit measures.

Examples of staff signage, passenger zoning and re-located shelters that tackle dwell issues



Feature project – Anglia/GA ‘Luminate’

As part of Anglia’s ‘21st Century Operations’ transformation programme, the route deployed a ‘Luminate’ traffic management system in 2021. This has enabled good visibility of previously unattributed problems, make better decisions on managing day-to-day operations and to respond more quickly if issues occur (over 80,000 individual interventions by control staff in the system’s first year), with reduced delays and delays per incident since its introduction.

Project news article and illustration of its place within the transformation programme



This is a good example of a project with a clear report on the benefits, on steps for further improvements, and KPIs as intermediate measures that can be used to track benefits realisation.

Other – All five routes are undertaking projects to address their own specific performance challenges, those that do not necessarily fit into a single specific performance category, or where they are also targeting wider business benefits such as safety, passenger satisfaction and cost efficiency.

Feature project – Western/SWR – right time freight departures from Somerset quarries

Late freight train departures from two Somerset quarries are impacting on route wide performance. In one four-week period in early 2022 there were 49% right-time departure at Whatley and 60% at Merehead quarries (target 90%). Collaborative plans were put in place with freight companies and quarry owners to address this, comprising revised operating procedures for managing late departures and plans to address the route-causes of delays at the quarries.

Whatley Quarry stone ore terminal, Somerset



This is a good example of strong collaboration with the freight industry and quarry owners to address the problem through effective stakeholder management. Data available for daily freight train departure information enabling good use of intermediate measures.

Feature project – North West & Central/Northern, small scale local performance improvement initiatives

NW&C have implemented a number of low-cost performance improvement measures. Examples include altering the location of a level crossing ‘plunger’ (a button that starts the crossing sequence) at Moss Side station (to improve train dispatch times), fencing at Dinting station (to eliminate the risk of on-train revenue control equipment being stolen which was impacting performance), and improved CIS at Southport station (to assist in on-time train departures

Information sheet on successfully completed Dinting station project



These are three good examples of improvement initiatives that were modest cost, had immediate local benefits, and were developed with strong joint Network Rail and TOC front-line operational input.

Feature project – Wessex/SWR Control room transformation

Wessex/SWR have implemented a transformation programme for the Basingstoke control room covering people, practices, tools and processes to enable improved response times to incidents. Key elements include standardised incident response protocols and closer working with SWR on incident management and recovery including, for example, co-location and the setup-up to improve the ability to hold joint discussions.

Location for route Control Centre



This has resulted in improvements to response times, as evidenced through service recoveries from suicides. This is a good example of using intermediate benefit measures to assess effectiveness of changes.



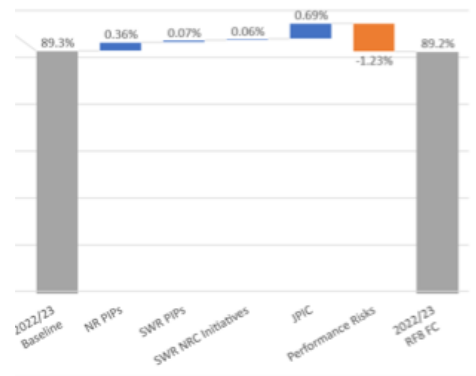
Good practice – performance management processes

Benefits – Notwithstanding our recommendations that improvements are needed on the key discipline of performance benefits estimating and assessment of benefits realisation, we have identified some areas of best practice as shown below:

Portfolio-level structure of benefits estimation and contribution to annual targets, Wessex/SWR

Good example of a clear and analytically robust Performance Forecast Model. This is used to baseline route performance and build-up estimates and benefits for each one of Network Rail’s, SWR’s and also jointly-owned projects and initiatives within the JPS and delivery plan, consistency with SWR’s NRC targets, and also quantification of performance risks.

Decorative: sample extracts images from comprehensive Excel model



Workstream Title	Workstream Description	Workstream Status	Cut in Period (When savings will start to be delivered)	Methodology	Total Estimated Benefit
New Boltholes	Introduction of three new boltholes at Shepperton (P4), Clapham (P7) & Wokingham (P8), to enable removal of services from the network when required	Progressing	P4 2021/22	Assume 3/10 of the benefit from the above initiative will be achieved by the additional 3 boltholes. Phased by per individual estimated bolt hole implementation dates: Shepperton (P4), Clapham (P7) & Wokingham (P8)	Total Delay Minutes (inc sub threshold)
					Cancelations
					PPM
Assets Out of Use (Infrastructure)	Implementation of an enhanced process to improve the priority given to assets out of use based on performance impact	Complete	P9 2020/21	Minutes delay directly attributed to assets that have been out of use over the last year. These minutes have been x by 10 as in most cases the minutes will be attributed to another incident and not to the fact that the alternative discretionary option could not be taken due to the asset being OOU. A 20% saving has then been assumed through improved prioritisation and quicker rectification. Saving = 20% of 17390 minutes = 3478 minutes	Total Delay Minutes (inc sub threshold)
					Cancelations
					PPM

Benefits estimation

While the practice of benefits estimation varied considerably across the five routes, several stronger examples that we observed are listed below. We consider that the sharing of examples of benefits estimation may foster learning and continuous improvement across route’s performance teams.

Anglia – Discipline of collating assumptions within its tracker of all projects

Scotland/ScotRail – Blanket Speed Restrictions Improvement

Scotland/ScotRail – Autumn Improvement Plan

Wessex/SWR – Joint Performance Hubs, programme of initiatives

Wessex/SWR – ‘aSSIST’ wrong-route tool, in support of its funding application for implementation

Western/GWR – Stress unknown worksites, B&H/Westbury Area

Western/GWR – Safer faster isolations, drawing on historic Schedule 8 data

Benefits realisation

Across the five routes there was generally less emphasis given to assessment of benefits realised (noting that this is sometimes difficult to isolate the direct benefit due to the whole system nature of the railway and that some schemes had yet to complete). However we noted good examples where this has been undertaken:

Anglia/GA – ‘Luminate’ traffic management benefits report.

North West/Northern – Removal of conditional double-reds (validation of time-saving realised).

North West/Northern – Start of day, validation of improvements made to date through use of clear intermediate measures.

Wessex/SWR – Track circuit reliability, before vs. after delay analysis based on clear intermediate measures.

Relevant ‘Intermediate measures’ of performance benefits

Intermediate benefit measures can be used (and used more consistently) to estimate and track benefits and benefits realisation, given the difficulty of measuring output benefits for complex, whole system initiatives. Good examples (not exhaustive) identified across the five routes include:

- Service affecting failure – counts and trends on Scotland/ScotRail track and non-track asset faults.
- Delays per incident – for example, Anglia/GA, ‘Luminate’ traffic management.
- Right-time departures – Western/GWR, freight train late running and North West/Northern, start of day projects.
- Incident count – for example, Anglia/GA track circuit failure count, Scotland/ScotRail SAFs, Wessex/SWR wrong-route alert, Western possession overruns/Schedule 8 (many other examples identified).
- Incident recovery time – for example, Western/GWR safer faster isolations, Anglia/GA and Wessex/SWR Control.
- Number of critical speed restrictions – for example, Western/GWR track stress worksites, Wessex/SWR TSR reduction plan.
- Customer comms’ response time – Wessex/SWR, Control.

Notwithstanding the good practice examples referred to above, and as referred to in the main body of our report, a number of performance schemes were not underpinned by robust estimate of benefits. Specific examples include the following:

Anglia, Hydrosopic sand trials on Romford to Upminster section: The trial to assess track adhesion reviewed the number of reduced wheel slip incidents that had occurred and compared this to pre-trial data. This is useful but a better intermediate measure could have been improved compliance with the sectional running time for this section of track which could have a closer correlation with overall train performance. Such data would also have been useful in the consideration of the benefits of rolling out the initiative to other sections of the railway.

Western, Convective Alert tool: No assessment of benefits had been made for this potentially very useful initiative as there had been no extreme rainfall event to measure against as a base. We considered that some estimate could however be made of the potential journey time savings for having more local speed restrictions for an assumed designated area of rainfall compared to a blanket speed restriction for a larger geographic section of the railway.

Scotland, Removal of TSR on the Wick Line: It is difficult to directly correlate the performance from the removal of the TSR given the length of the overall Wick Line route and low train service frequency. However, we felt it would be useful to assess the improved sectional running time on the section of track which had been subject to the TSR in order to show the direct local impact of completing the scheme (i.e. an intermediate measure).

North West & Central, Additional platform plunger for Moss Side station for operation of level crossing: The installation of a new platform plunger at Moss Side station was intended to improve punctuality of train departures from this station. Benefits have not however been assessed to date as we heard there were other factors along this section of track that were also contributing to system wide performance challenges. We are of the view that there would still be merit in assessing whether the new plunger was having the intended benefit in regard to improved departures times for Moss Side station (i.e. as an intermediate measure).

Wessex, Trespass and suicide prevention measures: The route has implemented a number of proactive trespass and suicide prevention initiatives. There are good established metrics in place to measure the effect on performance when such incidents occur. However, there was less data available on trends on the number of potential trespasses or suicides that have been avoided through deterrence (for example, improved remote monitoring equipment) and physical intervention (for example, mobile patrols). Such data could provide better information on the success of such initiatives.



Performance initiatives and projects project management and controls – We have identified a number of good examples of products and processes used to monitor and report on performance projects, as summarised below.

Portfolio-level tracker of Network Rail performance projects, Anglia

Good tracker/database of all Network Rail performance improvement initiatives and projects, including problem statement, scheme details, milestones, status, ownership and benefits assumptions; which is used to inform and support periodic reviews of progress and issues, quarterly reviews and reporting.

Opportunity noted by Anglia to extend this discipline to cover all TOC initiatives. Also notable is Anglia route’s consideration of potential new performance ideas, innovations and technologies, in order to bring forward and add to its database in future.

Screen-shot extract from much larger Excel worksheet

Ref	Notes	NR/TOC Updates summary	Categorisation/ Update owner	Project name/ Update due date	Problem statement/ Update completed
1	1 NR	Thameside (Not Corridor)	Pitsea LC Smart Camera	Pitsea is one of the worst locations nationally for trespass. Mainly because we have a covert camera installed which is regularly downloaded. The	
2	2 NR	ALL ROUTE	Upgrading Teversham and Cherry Hinton CCTV System	These crossing are in close proximity to the Darwin MHI Hospital, we have experienced a number of persons presenting at the crossing who are in t	
3	3 NR	Thameside (Not Corridor)	Pitsea platform end fencing	Pitsea is one of the worst locations nationally for trespass. Mainly because we have a covert camera installed which is regularly downloaded. The	
4	4 NR	ALL ROUTE	Alarming Anti Trespass Mats / Suicide prevention	To mitigate trespass off platform ends	
5	5 NR	ALL ROUTE	Young persons Samaritans Trial	A young persons Samaritans trial in Essex (feedback after a fatality involving a 14 yr. old in Colchester was that Samaritans are not seen as being fo	
6	6 NR	ALL ROUTE	SIM training for MOMs	SIM is a new multi agency response to high frequency mental health presenters on the railway	
7	7 NR	ALL ROUTE	CCTV Cameras - Thermal CCTV Towers-	Graffiti limeside is not only unsightly but is dangerous for the artists that trespass on the railway	
8	8 NR	ALL ROUTE	Suicide Prevention / Mental Health Awareness Training - Nurse Rachel Luby Workstre Mental Health nurse focusing on improving community resilience and leading SIM plans with inspector Webster on the route. There are a num		

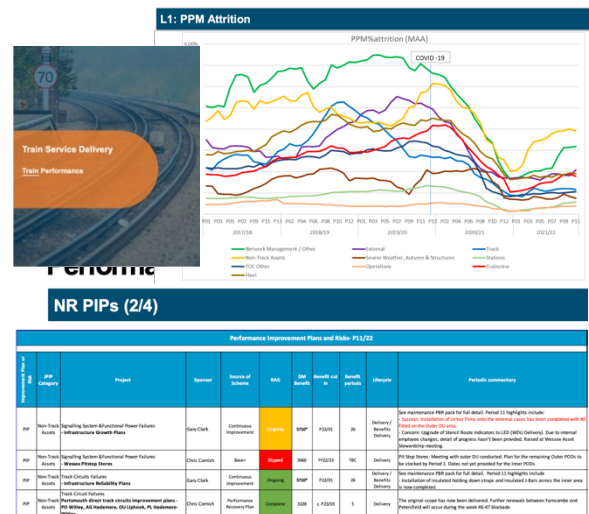
Performance organisation and reporting, Wessex/SWR

Network Rail/SWR have established a well-resourced Joint Performance Improvement Centre (JPIC) team to manage joint performance projects. This includes having dedicated managers to coordinate and integrate activity with local Delivery Units and Control team.

JPIC also maintain a comprehensive suite of products for planning, monitoring and reporting on progress.

A good example of the correlation between scale of resources and capability applied to performance and the standard of management information collateral

Decorative: illustration of Wessex JPIC reports



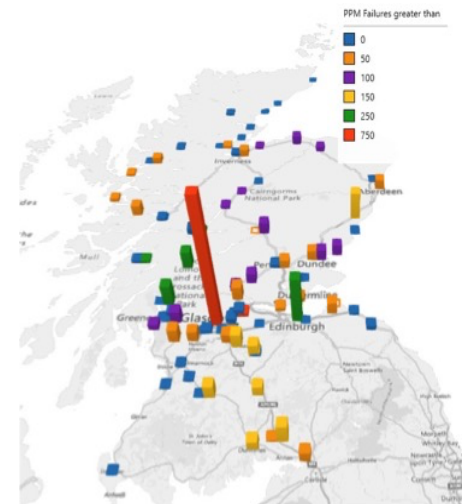


Route governance and escalation, Scotland/ScotRail

The route has experienced recent challenges and rising costs affecting the planning, delivery and funding of a vital project to remove blanket speed restrictions on two key operational sections that have the most significant performance impact across the route. Investigation of issues undertaken and escalation to the route’s Performance Executive Group (PEG).

This is a good example of using performance governance and leadership to tackle issues and risks

Extract from PEG paper, illustrating very high impact of this project (red column)



Programme governance, Fusion, Western

In November 2021 Western route launched a cross industry initiative to provide increased focus and priority to improving performance of the critical Didcot to London Paddington corridor in preparation for the introduction of Crossrail in May 2022. The objective was to develop a whole industry approach to identifying 19 workstreams that were considered the highest priority and then securing the necessary resources and possession access to enable their timely delivery. **This is a good example of a proactive initiative driven through strong cross industry leadership in preparation for a strategic change to the operation of the railway which has significant performance risks.**

Decorative: extract of progress reporting data

