



nichols

# Review of Train Performance Strategies

## Route summary – Scotland/ScotRail

May 2022

# Route summary – Scotland/ScotRail



nichols

Remit question	RAG	Comment
Q1a. Is there a clear 'line of sight' from JPSs to delivery of PIPs and performance schemes?		<p>Strengths/working well:</p> <ul style="list-style-type: none"><li>• Strong evidence of joined-up, collaborative one team ethos across Network Rail and ScotRail, underpinned by one joint performance target provided by Transport Scotland</li><li>• Clear and concise data on headline performance delays per category</li><li>• JPS provides a high-level summary of the initiatives to be implemented</li></ul> <p>Areas to improve, noting that the route has acknowledged there is an opportunity to improve the JPS which overlaps with its performance recovery plan, and is now planning this update</p> <ul style="list-style-type: none"><li>• Re-focus the JPS as a strategy and support this with a delivery plan for implementation of the strategy and portfolio of projects (and separate products covering regression analysis, RM3P and other processes)</li><li>• Greater detail needed on the specific performance initiatives proposed, including defined joint performance initiatives</li><li>• Greater transparency on how estimated benefits feed into targets; set out a quantified link between 'as is' performance, the PPM target of 92.5% and the 'to be' expected via the initiatives proposed</li></ul>
Q1b. How well have plans been delivered over 2020/21 and 2021/22?		<ul style="list-style-type: none"><li>• Good progress on the sample of 10 projects – see slide 7</li><li>• More difficult to assess progress of the entire year's portfolio, as there is no overall tracker and/or MI (currently under consideration to establish in 2022), although no significant delivery issues identified</li></ul>

# Route summary – Scotland/ScotRail

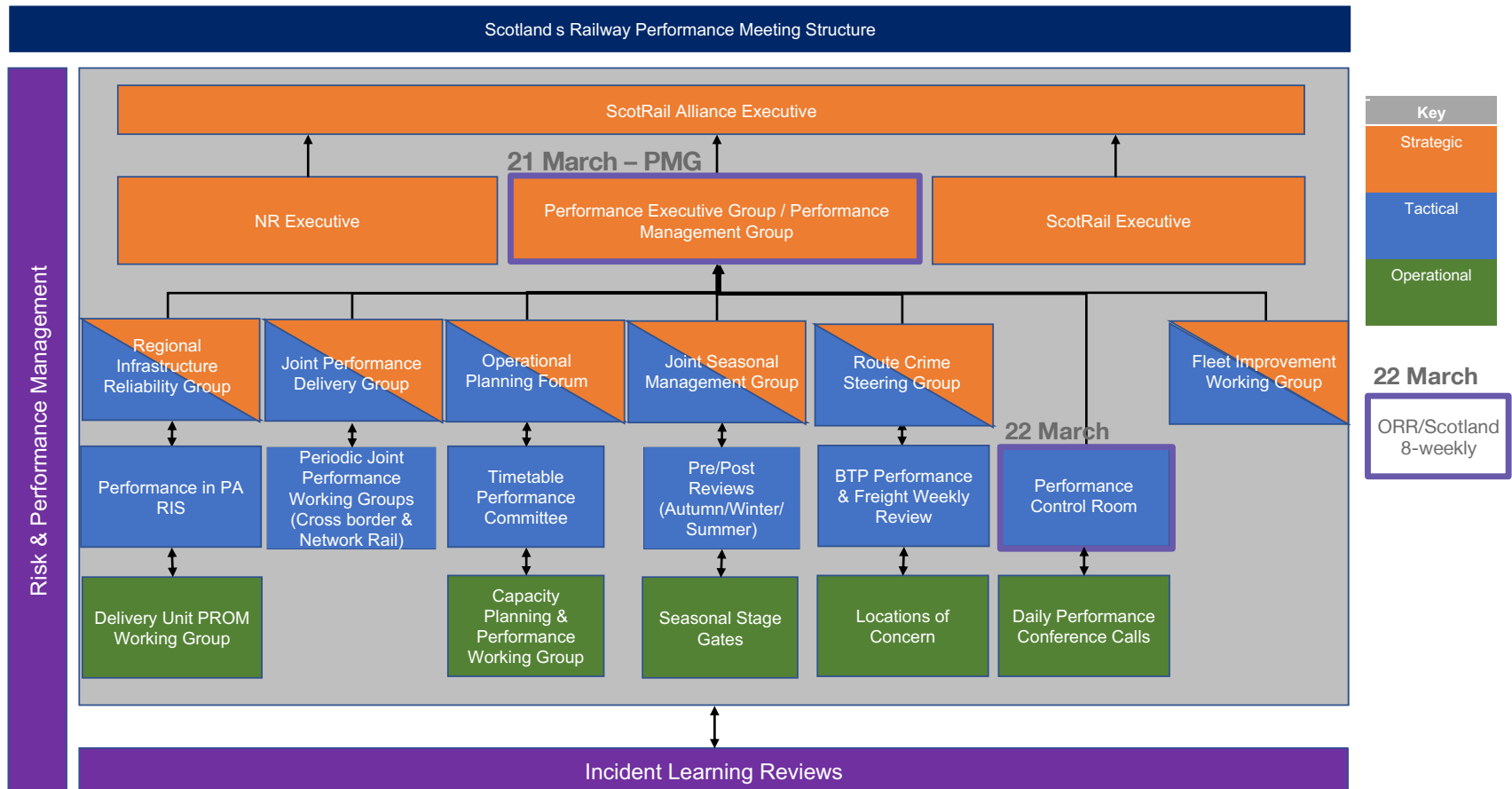


nichols

Remit question	RAG	Comment
Q1c. Are governance processes being followed, as outlined in the JPS, are these effective in enabling leadership to monitor and intervene	■	<ul style="list-style-type: none"><li>• Governance processes are being followed</li><li>• Noted deep dives on specific plans to senior forums, providing summaries of progress and highlighting key issues and risks that threaten delivery which require management attention</li><li>• Suggest more visibility and challenge on deliverability risks to targets and estimation of benefits</li><li>• Note plan to rationalise and/or simplify performance leadership groups in early FY22/23</li></ul>
Q1d. Are processes in place to monitor effectiveness of the JPS in meeting targets and amend when appropriate?	■	<ul style="list-style-type: none"><li>• JPS intended to be updated and/or revised quarterly. No evidence that it has been, and acknowledged that the JPS needs to be refreshed</li></ul>
Q2. How do routes and TOCs measure business benefit of performance improvement works, and assess whether delivery of plans is effective in meeting objectives?	■	<ul style="list-style-type: none"><li>• Need to improve clarity on benefit estimates per scheme and follow through on benefits realisation when completed. Evidence of core data provided, so this is achievable via development in 2022</li></ul>
Q3. How effective are the reporting and liaison processes in providing information for stakeholders?	■	<ul style="list-style-type: none"><li>• A more structured reporting process to ORR is required</li><li>• Reporting to Transport Scotland regarded as adequate, with degree of scrutiny flexed depending on progress and issues</li></ul>

# Route summary – Scotland/ScotRail

**Governance arrangements:** Meetings attended in review Stage 2



# Route summary – Scotland/ScotRail



nichols

Sample project	Commentary
<b>1. Perth 104B Track, TSR on Wick Line</b>	Limited performance benefit, though with works now complete, the removal of TSR in 2022 will enable a more reliable timetable to be operated
<b>2. Perth 104B Track, Perth S&amp;C maintenance</b>	Clear benefit via reduction in historic fault incidents (causing SAFs). Impact on whole system performance harder to quantify
<b>3. Glasgow 101, points reliability, failures and SAFs</b>	Rolling programme by DU underpinned by ILR on historic data for repeat asset failures. Benefits hard to attribute explicitly, but can track SAF trends
<b>4. 302A Signal Supplies, Relays reservicing reliability</b>	Rolling programme by DU to address asset reliability linked to performance and safety; with evidence of SAFs falling in recent period as a result
<b>5. Blanket Speed Restrictions Improvement</b>	Strong example linked to highest cause of weather delay. Increased forecast cost means not fully funded and therefore currently delayed – see slide 6
<b>6. Autumn Improvement Plan</b>	Good mid and post autumn reviews and data and metrics as evidence of problem and/or need and work programme set out
<b>7. RHTT Operational Plan, Extend the RHTT</b>	Clear plan linked to largest autumn performance problem, hence value in further work to assess benefits expected
<b>8. Trespass Improvement Plan, VideoGuard360</b>	Good example of innovative, quick-win concept to tackle rising trespass incidents, with trial at hot-spot, too early to assess benefits
<b>9. Fatality Improvement Plan, Onboard vehicle CCTV</b>	PIF-funded scheme based on prior learning from other routes, projected to reduce delays per incident as well as potential wider benefits
<b>10. Trainserv analysis of North Electric services</b>	Trial on route ‘hot-spot’ for delays caused by sub-threshold performance impacts – see slide 6

## Stage 3




Project/theme	Commentary
<b>5. Blanket Speed Restrictions Improvement</b>	<ul style="list-style-type: none"> <li>Particularly strong project on critical infrastructure on Scotland’s flagship route, and the biggest single source of the route’s attributed delays; addressing both direct and reactionary delays that result from reducing speeds from 75mph to 40mph, as well as providing safety benefits</li> <li>Relates to Lord Robert Mair review of earthworks management, and Dame Julia Slingo led Weather Action Task Force, initiated following the fatal derailment at Carmont</li> <li>Clear impact and estimate at 880 PPM failures in 2021, with a large % of this is estimated as projected benefit, and line of sight to circa 0.1% of overall PPM benefit (a large proportion of total SWAS category delays; Scotland’s highest at 1.45% PPM impact)</li> <li>Can evaluate benefits realised (when implemented) via one TRUST delay code at one location</li> <li>Good practice escalation to PEG seeking support on options to deliver and fund the scheme, including TOC support for a blockade to speed-up delivery and reduce cost</li> <li>Flagged as a ‘red’ project on slide 8 as a critical project needs a solution to progress in 2022</li> </ul>
<b>10. Trainserv analysis of North Electric services</b>	<ul style="list-style-type: none"> <li>Project is an enabler to target sub-threshold delays that make up 55% of all delays on the route, and further focused on two Balloch to Airdrie corridors that make up 25% of all ScotRail services and includes a key track constraint, so is a clear ‘Pareto Rule’ focus on a key delay ‘hot-spot’</li> <li>Trial of Trainserv system now underway. This provides means to identify previously unexplained delays, and to collate and visualise data in order to determine potential interventions</li> <li>Interventions include adjusted start times, stopping patterns, dwells, regulation, SRTs. Goal is to implement solutions from autumn 2022</li> <li>Involving and seeking buy-in from Transport Focus to test results from a passenger perspective, and ensure interventions mitigate potential passenger impacts (e.g. in relation to accessibility)</li> <li>Benefits by their nature will be hard to quantify as whole system complexity, although the route can assess intermediate measures (e.g. SAFs, number of interventions made)</li> </ul>

# Route summary – Scotland/ScotRail

## How well have plans been delivered in 2020/21 and 2021/22?

Line of enquiry per project 1 to 10 (see slide 5)	1	2	3	4	5	6	7	8	9	10
Defined problem statement and objective	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green
Defined benefits and metrics	Yellow	Green	Green	Yellow	Green	Green	Yellow	Trial only	Green	Yellow
Clear scope	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Scope delivered	Green	Green	Green	Green	Red	Next stage	Next stage	On-going	May 22	Next stage
Benefits realised and validated	Next stage	Yellow	Green	Yellow	Next stage	Next stage	Next stage	Next stage	Next stage	Next stage
Governance, collaboration and challenge	Green	Yellow	Green	Green	Yellow	Green	Green	Green	Green	Green

Note: No. 5 Blanket Speed Restrictions Improvement – a strong scheme with clear benefits, but requires investment authority

-  Good definition and/or delivery progress, and no issues and/or risks identified in our review
-  Sufficient definition and/or progress, and only minor issues and/or risks identified in our review
-  Poor definition and/or delivery progress, and significant issues and/or risks identified in our review

“Next stage” refers to activity that is not possible until the project has moved into the next stage of its lifecycle

## **Good practice – performance projects**

- Blanket Speed Restriction project. Comprehensive solution to tackle biggest single source of delay in Scotland, noting that optioneering and governance and investment processes are in hand to verify how to fund and deliver this.
- FFCCTV and Videoguard trials. Examples of innovation at modest cost to address delays on largest performance delay categories.
- Autumn improvement plan. Clear problem, scope, plans (and also management process and MI).
- Sub-threshold analysis. Potential learning from ongoing trial to share with other routes when completed, and vice-versa.

## **Good practice – performance management process**

- Deep-dive and escalation to leadership on problem and support needed on the Blanket Speed Restriction project (ongoing at the time of review).
- Proactive use of PIF funding and associated discipline this gives in benefits estimation.