Review of Train Performance Strategies

Route summary – Wessex/SWR

May 2022

Route summary – Wessex/SWR

Remit question	RAG	Comment
Q1a. Is there a clear 'line of sight' from JPSs to delivery of PIPs and performance schemes?	🟩	Strengths/working well: • JPS provides a high-level summary of the initiatives to be implemented at Network Rail, TOC and joint level • There is good transparency on how estimated benefits for all schemes feed into the targets and the JPS, and there therefore is a strong line of sight from strategy to individual schemes, a strong example of good practice • There is good evidence of a joint endeavour and joint team established, which supports the TOC target-setting process with DfT • Robust performance data and MI underpinning JPIC activity Areas to improve: • The JPS contains significant sections on the processes for delivering performance benefits. It could be rationalised to focus more on the problem statement and the details of the improvement measures, with a separate supporting plan in place that describes 'how' the strategy will be delivered (though noted aim too improve the Network Rail Delivery Plan to address this) • Less consideration of future horizon and projects and potential strategic change and risks ahead (in JPS and governance forums) of the current/forthcoming year, that may affect performance in the longer-term
Q1b. How well have plans been delivered over 2020/21 and 2021/22?	🟩	• Good progress on the sample of 10 projects – see slide 8 • More difficult to assess progress of the entire year's portfolio, as MI does not give a year-end position compared to baseline plan (noting however that in-period reports show strong performance of schemes currently in delivery)

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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		• See summary diagram on side 4 • Good evidence of governance processes being followed. Well attended and resourced, strong leadership, joint endeavour and collaborative approach, whole system ethos at senior and working levels, with examples of constructive challenge and innovation • Noted some meetings have a greater emphasis on process, rather than practical hands-on review of progress of performance schemes and addressing issues
Q1d. Are processes in place to monitor effectiveness of the JPS in meeting targets and amend when appropriate?		• Processes should be strengthened to enable deeper dives of the progress of specific plans, as well as providing to senior forums improved summaries of progress (highlighting key issues and risks that threaten their delivery which require senior management attention)
Q2. How do routes and TOCs measure business benefit of performance improvement works, and assess whether delivery of plans is effective in meeting objectives?		• Estimates for each scheme are produced but, for some schemes greater challenge is needed on the robustness of these calculations (including the application of appropriate intermediate measures), and follow through on benefits realisation once schemes are complete
Q3. How effective are the reporting and liaison processes in providing information for stakeholders?		• Good evidence of joint engagement with ORR, with structured presentation pack highlighting key issues for discussion

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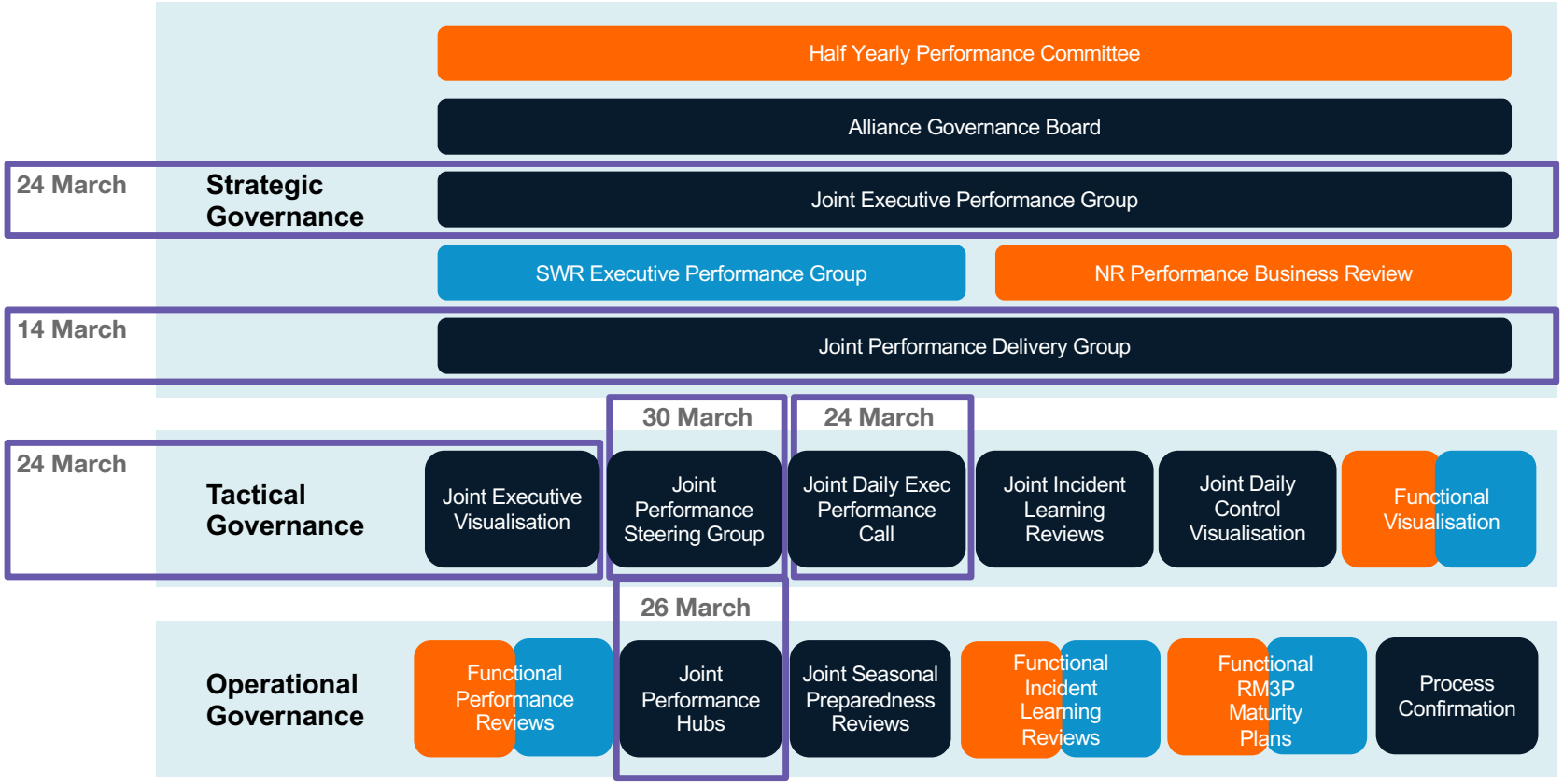
Governance arrangements: Meetings attended in review Stage 2



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Sample project	Commentary
1. TSR reduction plan	Programme of TSR reductions across route with direct benefits (measured through intermediate indicators) feeding into weekly visualisation boards
2. Helicopter survey	Proactive aerial thermal imaging survey for preventative maintenance; estimation of benefits include implementation of the schemes that have resulted from the survey
3. Track circuit reliability along the Portsmouth Direct	Programme of proactive and preventative maintenance measures, with ability to measure direct benefits (measured through intermediate indicators) feeding into weekly visualisation boards
4. New Boltholes (Shepperton, Clapham and Wokingham)	Provision of infrastructure for service recovery. One complete, two operational in May-22, clear and defined benefits based on robust data from previous incidents at these locations
5. 'aSIST' Phase 2 software alert	Software in signalling locations to alert if incorrect route set; resultant benefits determined for a trial at Wimbledon using intermediate indicators. Benefits from this now extrapolated from this trial to the other sites and assessment of benefit realisation set out
6. Welfare Officers Project	Programme of welfare support staff to reduce trespass/suicides; good data on problem and expected benefits, with scope adjusted based on this. Harder to measure benefits realised due to wider whole-system nature
7. Joint Performance Hubs (subthreshold delay)	Introduction of two local performance hubs to better manage sub-threshold delays – see slide 6
8. Timetable modelling	Performance analysis of proposed May-22 timetable as part of planned/iterative risk and assurance process, used to inform in-flight 'agile' future improvements, with examples provided
9. Control Transformation	Revised joint control arrangements for Waterloo and Basingstoke, to address direct and reactionary delays – see slide 6
10. Incident Learning Review	Regular ILRs arising from significant performance-related incidents; underpinning of estimated benefits not sufficiently clear

Route summary – Wessex/SWR

Stage 3

Project/theme	Commentary
7. Joint Performance Hubs	• Sub-threshold delay circa 50% of total, so targeting OT3 • Links to SWR NRC as funded pot of £500k, hence discipline and rigour in plans and benefits • 'Pareto rule' focus on two worst-performing 'hubs', from long-list of 11, and to identify and focus on the key stretches that cause the problems and 13 of 15 worst performing trains • Emphasis is on bringing local people and knowledge together with the JPIC and PM, two-weekly meetings. An example of value of dedicated resources to drive this • Supported by good quality data so evidence-led, good tracker and benefits estimate document • Issues identified with regulation, driver behaviour, signals, TSRs, dwells; all to derive a portfolio of initiatives, including good low cost examples, e.g. zoning, shelters • Benefits hard to calculate so needs proportionate assessment, and some benefits have to wait for formal TT change (when they are swept up in many other changes) • Team does review initiatives before handover to business as usual, which is a good discipline • For whole system complexity on benefits, the route looks at intermediate measures available, e.g. trends on incident counts, dwell data; though need greater discipline on follow-up of these
9. Control Transformation	• Revised joint control arrangements for Waterloo/Basingstoke, to address direct and reactionary delays (culture change programme related to people, practice, procedures, tools and process) • Six people (SMEs) in continuous improvement team to manage, facilitate; highlighting the importance of resources to drive improvement • New 'pods' to be created this FY (delayed due to Covid) • Difficult to estimate benefits as system-wide complexity on incident recovery (mix of operations, stock, crew, customer impacts). Instead look at intermediate measures, indicators and trends, e.g. number of incidents, duration of incident and associated recovery time, time to notify passengers (latter has been reduced via previous Control transformation activity)

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Stage 3

Project/theme	Commentary
Benefits	• Good practice – SWR Performance Forecast Model that builds up previous performance into a 'baseline' via regression analysis of demand, services/TT, and layers benefits estimates of projects for each of JPIPs, Network Rail PIPs, SWR PIPs/NRC, as well as performance risks • Discussion on general challenge on benefits estimating at present as services and demand is still in flux, e.g. passengers travel patterns; different week, day, time of day • Historic over-estimate of benefits assumed compared to lower outturns, so estimates are acknowledged as cautious • Risks in performance model are performance risks (e.g. new fleet) not risks associated with delivering PIPs, so not conflated • Helps that Network Rail and SWR targets are the same, so no misaligned targets and incentives – vice-versa challenge to align Network Rail performance targets (with ORR oversight) and TOC performance (with DfT oversight) on more complex multi-TOC routes
Governance	• Discussion on limited degree of oversight, scrutiny and deep-dive on PIPs observed at joint meetings. Advised that greater challenge is at Network Rail's PBR and SWR's equivalent; former is a full-day event, where projects report to Route Director (performance within TSD) • Noted that the approach to the most recent PDG (subsequent to Stage 2 attendance) adjusted to get into more detail and 'problem solving'

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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										
Defined benefits and metrics										
Clear scope										
Scope delivered	June 22		On-going	May 22	On-going	On-going	On-going	Draft report	On-going	
Benefits realised and validated	On-going			On-going	On-going			On-going	Next stage	
Governance, collaboration and challenge										

- 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

Route summary – Wessex/SWR

Good practice – performance projects

- Strong portfolio of strategic initiatives covering both asset condition as well as whole-system joint initiatives with SWR.
- Joint Performance Hubs. Strong examples of sub-threshold delay mitigation with practical, local initiatives (including detailed assessment of individual initiatives within the programme, based on GPS data). Direct learning applicable to Scotland route.
- Control Room Transformation. Strong example of effective collaborative approach to improve response times to incidents (improving efficiency of collaborative ways of working).
- Trespass and fatalities. Good example of in-flight adjustments to mitigation measures based on emerging trend information.

Good practice – performance management process

- Very structured, clear line of sight of estimation of benefits from individual schemes through to strategy and target setting (see 'SWR Performance Forecast Model').
- Explicit inclusion of performance risks in line of sight performance calculations.
- Well-resourced Joint Performance Improvement Centre (JPIC) team driving successful overhaul of performance management in recent years and hence strong programmatic approach with good underpinning documents/MI.
- Clear, structured reporting process to ORR via 8-weekly meeting.