

Review of Train Performance Strategies

Route summary – Western/GWR

May 2022

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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">• There is good evidence of a joint endeavour which supports the TOC target-setting process with DfT• Good focus on initiatives to improve FOC on TOC performance, recognising the increasing number of freight movements on the B&H line <p>Areas to improve (noting the 2022/2023 JPS is addressing some of these points):</p> <ul style="list-style-type: none">• JPS provides a high-level summary of the performance themes to be addressed, but there is not a clear line of sight through to specific schemes• The JPS contains significant sections on the processes for delivering performance benefits (e.g. PIMS, RM3P). 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• JPS should make more reference to key business as usual activities which are important contributors to performance• There needs to be greater transparency on how estimated benefits feed into the target setting processes and the strategy
Q1b. How well have plans been delivered over 2020/21 and 2021/22?		<ul style="list-style-type: none">• Good progress on the sample of 10 projects – see slide 8• Overall good progress of delivery of 2021/22 portfolio of performance improvement schemes

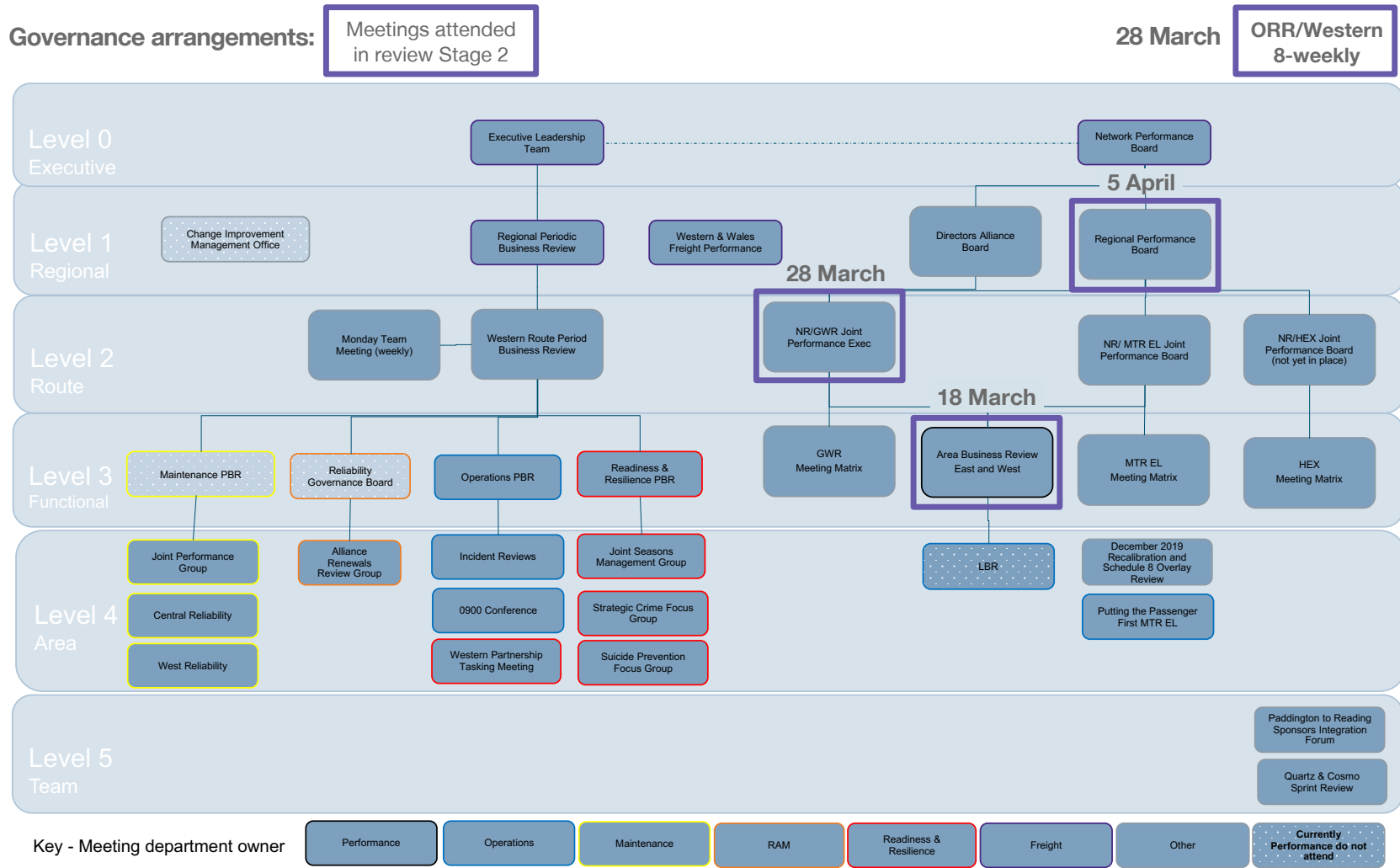
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Remit question	RAG	Comment
Q1c. Are governance processes being followed, as outlined in the JPS, are these effective in enabling leadership to monitor and/or intervene		<ul style="list-style-type: none">• Good evidence of governance processes being followed and joint and collaborative whole system ethos; good freight focus, but less evidence of challenge
Q1d. Are processes in place to monitor effectiveness of the JPS in meeting targets and amend when appropriate?		<ul style="list-style-type: none">• 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 (including 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?		<ul style="list-style-type: none">• Estimates for most schemes produced, with some having intermediate measures, but more work needed to validate their robustness and follow through on benefits realisation once schemes are complete
Q3. How effective are the reporting and liaison processes in providing information for stakeholders?		<ul style="list-style-type: none">• Evidence of joint engagement with ORR and stakeholders, but need for greater standing agenda to give more structure

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Sample project	Commentary
1. Stress unknown worksites, B&H/Westbury Area	Good and clear data to underpin performance problem, tracker of progress governance and benefits estimation. Benefits realisation now required as part of next stage – see slide 6
2. Quicker safer isolations	Forefront of national programme, and a good example of benefits estimation
3. Castle Cary blockade/Westbury renewal	Rolling programme to address asset reliability causing SAFs. Limited information provided including on benefits estimation and realisation
4. Operational freight/late running	Assessment of mitigations to improve right-time departure for freight trains from quarries; good intermediate measures but need clear estimate of benefits based on what is realistic to achieve – see slide 6
5. Possession management	Pilot for tool to mitigate problems with possession overruns and/or derive work productivity benefits; good candidate to share across routes, more work needed on benefits estimation
6. Convective Analysis Tool	Heavy rain warning system. Possible performance benefits but no estimation undertaken yet as no significant rainfall events have occurred to measure against as a base. Would however be possible to extrapolate potential benefits
7. Dawlish provision of CCTV cameras	Low-cost camera deployed on site of significant delays and cancellations due to weather and sea-spray, though not yet fully operational
8. Platform-end mitigation project (camera locations)	Site at known hot-spot as part of national camera technology trial, to seek to deter crime and trespass. Trial only and therefore not yet linked into operational control, so benefits can not be fully assessed at this stage
9. Route crime and security	Comprehensive programme of activity and governance linked to significant historic trespass and fatality delays data
10. Project Fusion	Strong, recently established initiative for the for preparation of Crossrail timetable introduction – see slide 6

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Stage 3

Project/theme	Commentary
1. Stress unknown worksites, B&H Westbury Area	<ul style="list-style-type: none">• Strong response to significant performance problem in 2021 with review and learning, data-driven ethos, strategy and delivery plan, backed up with clear reporting and metrics• Good delivery progress, latest position: 11 TSRs in 2021, then 15 via asset degradation in 2022, reduced to 10 via progress and (in early May) to 4, and on target to get to 2 by end May. Remainder to be removed in 2022-23, and have lesser impact on TOC services in any case• Benefits in PowerBI with high-level assumption 50% of total delay experienced. Acknowledged more that can be done on benefits estimate and realisation post-completion• Good interim measures. No. TSRs, No. CRT sites >45decC, No. high-risk sites, FDM• Overall, clear evidence of structured approach, reduce incidents and impact per incident• Good practice, Investment to end-CP6 and plan into CP7, not just tactical response• Good practice. Noted influence Fusion has had including culture, behaviours and language, that recognises and supports business as usual DU maintenance focus and productivity
4. Operational freight/late running	<ul style="list-style-type: none">• Measures to address late departures of freight trains from two Somerset quarries, which impact on TOC delay (and noting plans for increased train frequencies)• In period 12 2021/22 there were 49% right-time departure at Whatley and 60% at Merehead (target 90%)• First initiative is to review the Network Rail operating procedures for managing late departures. Procedure is due to be implemented in May• Second initiative is to assess what could be done at the two quarries to improve right time departures. Network Rail's role is to help facilitate and provide advice only as it does not own the terminals. Evidence of good collaboration and Network Rail have provided some resource to help support• Route has daily right-time departure information from both quarries, as a good intermediate measure. Contribution to wider route performance can be assessed through late departure data impact on GWR services. However need to estimate what benefits are realistic to achieve

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Stage 3

Project/theme	Commentary
10. Fusion	<ul style="list-style-type: none">• Commissioned in November 2021, this cross-industry initiative is to provide focus and priority to performance improvement in preparation for the introduction of Crossrail as part of the May 2022 timetable change. Particular themes include a whole system approach, a strategic (not reactive) focus and senior sponsor ownership• Owned jointly by seven organisations (Network Rail, TOCs and FOCs) who have common objectives• Purpose is to provide leadership and oversight to a number of key activities that are implemented through existing business as usual functions• One overall cross-industry identity and reporting structure• A key focus (amongst other things) has been asset reliability improvements, for example point reliability. This has resulted in priority targeting of key assets and securing of possession access (albeit some of these works are forecast to take place after the May 2022 opening of Crossrail)• Strong example of whole-industry collaborative approach which has provided the necessary leadership focus to agreeing priorities with learning that can be applied to other routes and TOC's• Considered to be an enabler to performance improvement and actual benefits will be delivered by the individual schemes that are delivered by the Business As Usual functions• Dashboards being produced of key performance indicators to measure performance and discuss at appropriate governance forums in Network Rail and TOC's
Resources	<ul style="list-style-type: none">• Recognition that recent resource constraints have impacted on the ability to fully implement a programmatic approach to performance management, particularly in regard to the discipline of estimating benefits and follow through on benefits realisation assessment

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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			On-going	On-going				On-going	On-going	On-going
Benefits realised and validated	Next stage	Next stage	Next stage	Next stage	Next stage	Next stage		Next stage		Next stage
Governance, collaboration and challenge										

Note: No. 6 Convective Analysis Tool – performance benefit element not defined

- 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

- Strong strategic focus on improving performance of key West of England service route via Westbury (EF04) with specific initiatives to improve asset reliability and freight train departure reliability.
- Innovative approaches to quicker and safer isolations as well as assessing potential for reducing risk of possession overrun, both of which have potential application across other routes.
- Strong focus on route crime reduction with innovative approach to trespass mitigation measures.

Good practice – performance management process

- Effective process in place using Power BI to track progress of the portfolio of Network Rail performance improvement projects that feeds the management information required for the key governance meetings. Information can be cut in different ways to suit the needs of specific meetings.
- Fusion is a strong example of a whole industry initiative that is intending to provide focus (and priority) to improve performance and resilience on the Didcot to London Paddington section of railway in advance of the introduction of Crossrail in May 2022.