

Steve Fletcher
Deputy Director, Rail Planning and Performance



By email

Tim Shoveller
Managing Director, North West and Central
Region

7th February 2020

Dear Tim,

Review of Network Rail's delivery of train service performance in the North West and Central Region

As advised in our letter dated 21 January 2020 in relation to train performance¹, we are undertaking a process to review the evidence and information provided by Network Rail and train operators to test the North West and Central Region's (NW&C) approach to understanding and addressing performance issues in the region. As part of the review, ORR will report findings on whether we consider Network Rail is doing everything reasonably practicable to improve train performance in the region.

As you are aware, we are aiming to conduct the review over the next 6-8 weeks and we welcome your teams' continued co-operation and openness in helping us to do this. Where possible, existing meetings will be utilised to engage with Network Rail, Train Operating Companies (TOC) and Freight Operating Companies (FOC), however there may be an increase in communication as part of this process.

To assist you and your team we have set out the following key areas of focus for our work:

- Application of asset management plans
- Operational performance management and recovery
- Data assessment
- TOC engagement and collaboration
- Changing performance over time against key events and milestones
- Support and verification from NR STE, SO and others centrally based with a network wide overview
- Organisational effectiveness and the impact of Putting Passengers First
- Future planning, including outcomes of Project Alpha

If you have further information relevant to the scope, which you would like us to consider as part of this review, please provide this to us by **Friday 21 February 2020**.

¹ https://orr.gov.uk/data/assets/pdf_file/0017/42353/passenger-train-service-performance-letter-to-network-rail-2020-01-21.pdf

Rebecca Kent (Senior Regulation Manager for NW&C) and I will be your key contacts through this process. If you have any questions or queries please do not hesitate to contact us.

A copy of this letter will be published on our website.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Steve Fletcher', with a large, stylized initial 'S'.

Steve Fletcher
Deputy Director, Rail Planning and Performance