

**Network Rail**

**CP4 Delivery Plan 2009**

**Network Availability Delivery Plan**

March 2009



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## Introduction

During control period 4 (CP4), we will continue to renew and improve the network, and will deliver an unprecedented level of enhancement schemes. At the same time, we recognise that we need to significantly reduce the disruption caused by engineering works on the network. This plan forms part of our commitment to put the needs and interest of rail users at the heart of what we do as a company.

We aspire to run a railway that is not routinely disrupted by engineering work and which allows customers to operate train services consistent with meeting potential passenger and freight traffic demand. This can be categorised into two distinct objectives:

- to enable our customers to operate the full working timetable every day, without route closures routinely requiring diversion and/or bus substitution; and
- to offer customers the opportunity, where they have identified potential demand, to operate new train services during hours where train paths are not currently offered, particularly at weekends and earlier and later services during weekdays.

The extent to which it is desirable and appropriate to deliver one or both of these objectives varies by operating route, and the aspirations of our customers for future train service operations. In either case, there is a requirement to plan our maintenance and renewals activity in such a way that the overall availability of the network can be better matched to demand.

ORR has set targets for a measure of network availability for CP4.

The activities required to achieve our regulatory output requirements and to meet our customers' network availability aspirations are being managed by Network Rail in a programme known as "seven day railway".

Fundamentally, the core initiatives and activities required to improve network availability are:

- a move away from long possessions at weekends which currently close the network to traffic for one or two days;
- changes to working practices and methods which allow existing maintenance and renewals activities to take place during a series of shorter possessions;

- provision of new equipment, access points and infrastructure to enable shorter possessions;
- improved possession productivity through the introduction of new practices to enable a reduction in take-up and hand-back times;
- consideration of opportunities to operate trains on one line of a two line railway while engineering work takes place on the adjacent line, using existing infrastructure;
- provision of new single line working opportunities through the provision of new crossovers and associated signalling;
- exploitation of existing diversionary routes; and
- enhancing routes (e.g. by providing additional clearance) to provide additional diversionary opportunities.

In planning for future network availability, we recognise that a benefit for some operators (for example a move towards midweek overnight possessions) may cause additional disruption for others. We have therefore ensured that the whole industry has been engaged in the governance process, to ensure that the wider impacts of our plans are fully understood, and that we are able to mitigate any negative effects of changes to possessions strategy.

## The current situation

During CP3 we made significant progress in developing new engineering access arrangements on the modernised West Coast Main Line, enabling the significant increase in network availability which was required to operate the December 2008 timetable. We have made progress in improving availability within the constraints of the existing infrastructure and possession arrangements. We are also improving our planning to allow alternative and diversionary routes, where available, to be open for traffic during longer possessions.

We are now developing a programme that will move towards meeting our customers' future aspirations for network availability on other routes where benefits can be demonstrated. The industry has been working together to understand what a seven day railway would actually mean for each route, and to define the enabling interventions which would be required. Initial business case appraisals were undertaken during the development of the Strategic Business Plan, the result of which was the identification of eight priority routes on which seven day railway investment would deliver the greatest benefit. These routes are:

- East Coast Main Line;

- Great Eastern Main Line;
- Great Western Main Line;
- Midland Main Line;
- Cross Country;
- South West Main Line (London – Weymouth);
- West Anglia; and
- South Humberstone Freight.

Since this initial assessment, further candidate routes for intervention have been identified, particularly where benefits from national maintenance and renewals initiatives can be secured. These include routes in Kent and Sussex.

The final determination for CP4 allocated capital funding of £160 million (2006/7 prices) for seven day railway projects, plus a further £60 million towards the additional recurring costs which would be incurred by changes to possession arrangements in the areas affected.

This plan shows how we will exploit planned business improvement opportunities, in conjunction with carefully targeted use of the seven day railway enhancement fund to deliver the regulatory outputs and meet our customers' business aspirations.

### Working with the industry

An industry governance group has been convened, which consists of representatives from Network Rail, passenger and freight operating companies and funders. It is chaired by Network Rail's head of operational planning.

The group's purpose is to provide an industry steer on strategies for improving network availability, to review proposals and plans for enhancements, and to monitor progress. The governance group has a specific responsibility to consider enhancement project proposals, and to assess whether they merit consideration for seven day railway investment funding.

## Outputs

### Regulatory outputs

To measure network availability, ORR has developed an indicator known as the Possessions Disruption Index (PDI). Separate measures exist for passenger and freight traffic. The passenger index measures the level of disruption to

passenger services weighted by passenger volumes and values of time when possessions take place. The freight index is a similar measure, weighted by the number of freight movements.

The PDIs define the regulatory outputs as an index at a network level compared against the possessions disruption experienced in 2007/8, the last complete year before the indicators were developed. The output trajectories are shown in Figure 1 below.

### Other performance indicators

In addition to the regulatory outputs, we will monitor a set of supplementary Network Availability KPIs that have been agreed with the seven day railway governance group. These are designed to:

- provide information on areas which are not fully reflected in the PDIs;
- provide a means of monitoring our progress while we develop our understanding of the PDIs;
- assist understanding of changes in PDIs; and
- act as a check against any perverse behaviours that might result from strategies designed to drive improvements against the KPIs.

The KPIs to be monitored are described below.

### Working timetable weekend compliance

This is defined as the proportion of weekend services (taken from the train plan) operated as trains, as a percentage of the total number of services scheduled (including rail replacement buses).

This is a straightforward measure with a close relationship to the possession disruption indices, and provides a valuable tool to enable operating routes to actively monitor and manage network availability.

### Rail replacement bus hours

The number of rail replacement bus service hours operated due to possessions will be obtained from the Train Service Data Base (TSDB), which contains details of all planned train and rail replacement bus operations. We see this as a particularly important indicator of the impact of our activities on end-users since it measures the

Figure 1 PDI Output trajectories

Possessions disruption index	2009/10	2010/11	2011/12	2012/13	2013/14
Passenger	1.02	0.91	0.83	0.68	0.63
Freight	1.00	1.00	1.00	1.00	1.00

tangible effects of disruption on passengers.

### **Possession notification discount factor**

This factor represents the percentage of possessions that were requested in each of the three possession notification bands.

1. Possessions notified by First Working Timetable (%): Number of disruptive possessions that were incorporated in First Working Timetable divided by total number of disruptive possessions actually taken.
2. Possessions notified by T-12 Timetable (per cent): Number of disruptive possessions that were entered into the National Timetable database at least 12 weeks before the date of the possession divided by the total number of disruptive possessions actually taken.
3. Possessions notified Post T-12 Timetable (per cent): Number of disruptive possessions that were entered into the National Timetable database within 12 weeks before the date of the possession divided by the total number of disruptive possessions actually taken.

This provides a measure of the time horizon which Network Rail and operators have to plan alternative arrangements when possessions are planned.

### **Possession changes**

The existing report on possessions cancelled after publication of the confirmed period possession plan (CPPP) will be augmented with a new measure to show all possession changes that cause the disruptive element of the possession to be increased or reduced (i.e. a new, cancelled, curtailed or extended possession) for the following time periods:

- between CPPP and issue of weekly operating notice (WON); and
- after issue of weekly operating notice.

The measure will be expressed as a percentage of the total number of possessions recorded in the relevant period.

### **Single line working**

This measures the number of planned and actual possessions which utilise single line working arrangements. Our aim is to exploit infrastructure which allows single line working, reducing the overall impact of possessions on passengers and freight users.

### **Possession incidents**

Three sets of indicators will measure the extent to which possessions cause disruption after the planned completion time. These incidents would not be captured by the possessions disruption indices, but will impact on delivery of performance outputs.

1. total delay minutes attributed to possession over-runs, divided by scheduled train-km;
2. total cancellation minutes attributed to possession overruns, divided by scheduled train-km; and
3. number of post possession unplanned temporary speed restrictions as a percentage of the total number of possessions.

### **Operational initiatives and change programme**

We will report each period on progress towards implementation of those process initiatives and infrastructure enhancements which contribute to the delivery of network availability outputs.

### **Monitoring and reporting**

We have put in place arrangements to monitor and report the indicators described above from the beginning of CP4. We have started trial reporting for most of the indicators, which are being shared with the industry governance group.

The PDI models (passenger, freight and forecasting) as provided do not provide a reliable means of disaggregating the top-level regulated output metric. We would, however, wish to monitor the PDI-P and PDI-F at route level for our own management purposes, and we recognise that some of our customers also wish to see these metrics disaggregated by TOC/FOC. We plan to work towards providing this level of disaggregation in the first six months of 2009/10 by developing our own versions of the PDI monitoring and reporting models.

In the interim, the secondary KPIs described above will provide a means of understanding the impact of our activities on network availability for our customers, and also of identifying those areas which require specific management focus.

### **Delivery plan**

The delivery of improved network availability requires close cross-industry cooperation to ensure that the desired end-user benefits are secured, and that the interests of all affected operators are protected.

The core delivery plan consists of a set of discrete but interdependent plans which both improve possession productivity and reduce the time required to undertake maintenance and renewals tasks. These plans can be categorised as follows:

- management initiatives (including applications of lessons learnt from the West Coast Route Modernisation experience), increased operational management focus on network availability and improving the capability of the industry to forward plan train paths;
- planned initiatives to improve the safety and productivity of possessions; and
- engineering-led plans for renewals which deliver, among other benefits, a reduction in the duration of possessions.

We have also been funded to undertake incremental enhancements which enable the benefits of the network initiatives to be released in specific locations to support the delivery of the network availability outputs.

### Recent experience

The high frequency timetable which was implemented following the West Coast Route Modernisation required significant changes to possession arrangements on the route. As well as increased service density, which reduced the scope to undertake maintenance during the operational day, the weekday level of passenger service was extended to operate throughout the week, with some frequency reduction on Sunday mornings.

The initiatives required to deliver this included:

- changes to infrastructure inspection regimes, timings and frequencies;
- access improvements;
- implementation of accelerated renewals;
- additional junction lighting to allow S&C inspections under artificial light;
- trialling of video inspection;
- additional staff accommodation;
- remote condition monitoring;
- additional on track machines;
- development of S&C gantry machines;
- faster isolations and possessions;
- additional staffing to support the above; and
- safety validation for new working arrangements.

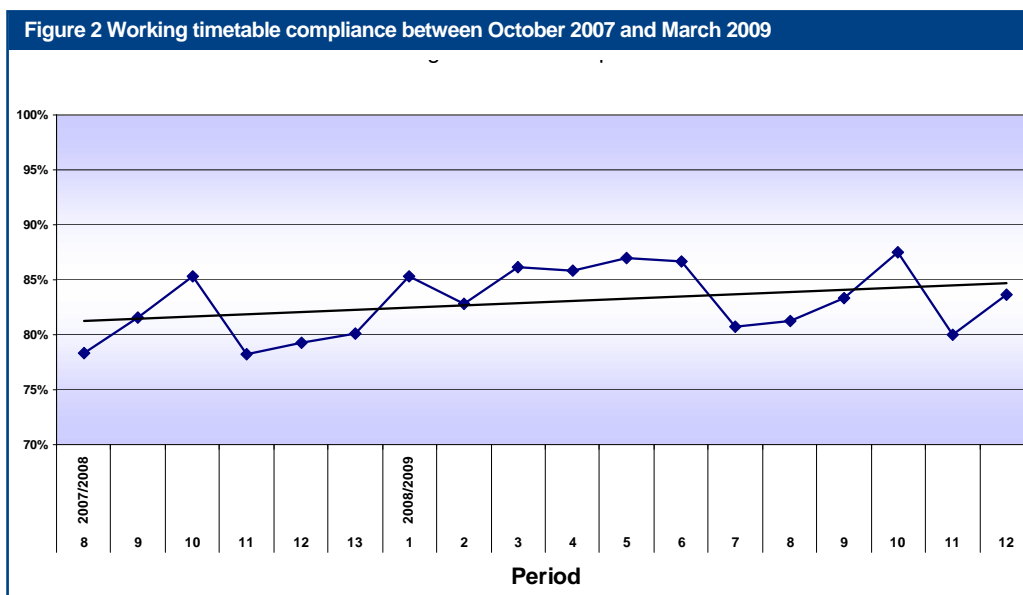
It is intended that the experience gained during the early months of operating the December 2008 timetable will be captured and applied appropriately to subsequent network availability enhancement programmes.

### Management of network access

#### *Working timetable compliance*

The delivery of enhanced network availability depends on more effective utilisation of the existing network infrastructure. This requires a focus on operating a normal working timetable within the constraints of existing possession arrangements. We pay particular attention to the effective exploitation of existing opportunities for single line working and diversionary routes.

We measure the level of compliance using the working timetable weekend compliance performance indicator described above. Our management focus in this area has enabled an



improving trend as shown in Figure 2.

### **Cyclic maintenance**

We have introduced a standard six week cyclic maintenance cycle for midweek nights across a number of routes. By planning maintenance on a cyclic basis, we are able to predict with a high degree of certainty which routes will be disrupted by maintenance activities well in advance, allowing operators to plan for diversionary arrangements and to provide certainty to their customers.

### **Possession productivity**

We are in the process of developing and trialling a set of process improvements to increase the productive time during possessions.

### **Track Occupancy Permit**

The Track Occupancy Permit (TOP) provides a simple and effective means of protecting track work and workers. It is based on a set of rules concerning communications between the work site and the signaller to ensure safe occupancy of a section of track.

Compared with existing arrangements, TOP enables simplification of communication between signaller and site, and allows possessions to be taken over a smaller physical area and only for the time actually required to do the work.

Following successful initial trials, it is intended that further trials of TOP will take place at maintenance and renewals sites during spring and summer 2009.

### **Possessions without detonators**

At present, a possession requires warning boards and detonators to be installed as a means of supplementary protection against trains entering the possessions area. We are working towards implementation of safe processes whereby this protection is provided by signalling.

### **Faster isolations**

We are testing safe working methods and technologies which speed the process of isolating electrified lines from the power supply, both on third-rail DC routes and overhead electrified AC routes. These methods will both reduce the time required to take possessions, and in some cases will allow a smaller section of line to be isolated, potentially reducing the impact of a possession.

### **Track renewals**

Track renewal is one of the most disruptive of our current network activities, and has a major impact upon the availability of the network for running

trains, particularly on Sundays. Complete track renewal work is typically undertaken in 28 hour possessions lasting from Saturday night to Monday morning. Most work is also undertaken with adjacent lines closed to traffic.

### **High output track renewals**

Building on the success of our three existing high output track renewals systems, we have ordered two further systems for delivery in 2010/11. This investment will significantly increase our capacity to undertake high volumes of plain line renewal in shorter duration, mainly midweek, possession opportunities.

### **Modular renewals**

#### **Plain line**

The modular plain line renewals project is progressing improvements in existing delivery techniques, whilst developing new techniques. Both elements of the project are aimed at improving renewals efficiency and delivering work in shorter duration possessions.

Although renewals are undertaken in shorter possessions when using high output plant, this can be limited in its application and constrained by logistics in both operation and transit.

This initiative is developing methods of working using conventional plant which allow reasonably productive and efficient output to be produced in shorter possessions, moving towards possession durations of 16, and potentially eight hours. The target is to enable at least 200 yards of complete renewals to be undertaken in these short possessions.

This will dramatically reduce the requirement for disruptive access at weekends, and also enable work to be undertaken in weekday nights, thereby potentially improving utilisation of plant and labour.

### **Switches and crossings (S&C)**

It is currently normal for crossovers involving two units of S&C renewal to be installed in a single 54 hour core possession, with significant additional preparatory and follow-up possessions. This is one of the most disruptive renewal activities, and has a significant adverse impact on network availability.

It is planned that S&C units will be factory assembled and tested and shipped to site ready to install. This will involve significant changes in the design of key components (e.g. split bearers), and also the procurement of new wagons and installation plant.

A minimum number of preparatory possessions and follow-up will be required and these will be non-disruptive.

The project involves a radical redesign of process so in the short-term we are also applying lean process improvement to reduce timescales for installation using conventional designs and systems. We have already halved the time it takes to replace a set of points in trials from the traditional 54 hours to 27 hours, which will gradually reduce in stages over the next three years.

### **Other modular renewals**

We are now successfully undertaking renewals of structures on a modular basis, including the replacement of underbridges in single, eight hour possessions, and the use of modular materials for station platforms.

We are also developing plans to enable certain types of signalling renewals to be undertaken on a modular basis.

### **Enhancement projects**

The delivery of improved network availability requires that the benefits of the above activities are achieved on the designated routes, allowing the necessary changes to rules of the route to be made to allow operators to use the enhanced availability.

Additional enhancements will be required to release these benefits on certain routes, depending on their existing technical and operational characteristics. These enhancements will be funded through the seven day railway fund. Projects being considered include:

- additional crossovers to facilitate bi-directional operation;
- in-fill bi-directional or simplified bi-directional signalling;
- installation of additional tracks (or upgrading of existing loops or sidings to passenger standard);
- provision of platform faces at stations that do not have platforms on all lines;
- minor capacity improvements (e.g. additional signals);
- changes to overhead line electrification sectioning to facilitate isolations for possessions;
- motorising ground frames;
- providing independent electrical feeds to depots;
- providing controls at level crossings for reverse direction running;
- additional lineside access points;
- junction lighting (to enable night-time inspections);
- new/additional plant required as a result of changing working methods/adjacent line operation;
- provision of protective warning systems; and
- upgraded remote condition monitoring systems.

Each operating route which has been identified for specific attention has its own locally-based programme manager, who is responsible for engagement with customers, liaison with the other delivery functions on their route, and development of the detailed plans for output delivery.

A plan has been developed for each route, which covers all activities required to reduce possessions disruption in line with the assumptions used in the PDI forecasts. These plans include:

- identification of individual customer aspirations for improved network availability, and any potential incompatibilities which require resolution;
- a description of the operational characteristics of the route, before and after network availability enhancement, described in terms of the physical railway which will be available to customers;
- an outline business case for the route, based on the initial planning work undertaken in 2008;
- details of all activities required to deliver enhanced network availability on the route, including the improved exploitation of existing infrastructure, securing the benefits of new maintenance and renewals working practices, and prerequisites for timetable planning and modelling and changes to rules of the route;
- identification of candidate enhancement schemes to release network availability benefits which may attract 7 day railway funding;
- an indicative route implementation plan; and
- identification of cross-functional and cross-industry dependencies which need to be managed.

The draft route plans have been shared with the industry governance group which has provided feedback on their content and completeness.

The current list of candidate schemes is shown in the appendix to this plan. These are subject to the assessment of eligibility for seven day railway funding, and development through the GRIP process.

A number of schemes have already been submitted to be approved for development to GRIP stage three. We intend to complete this stage in late 2009, so that schemes can go forward for detailed development and implementation from 2010.

### Management of seven day railway enhancement funding

The emerging network availability route plans suggest that the costs of candidate enhancement schemes proposed to date are likely to exceed the available funding.

A set of principles has therefore been developed for determining how the funding shall be used:

- national projects will demonstrate that they will provide particular benefits to the routes identified for network availability enhancement;
- specific route based projects will demonstrate that they contribute to an improvement in network availability by quantifying the effect on possession hours and the proportion of the working timetable which can be operated;
- we will undertake modelling to demonstrate the effect the proposed changes will have on capacity, performance reliability and journey times for passenger and freight services;
- seven day railway funds will not normally be used to support projects which are already committed for the delivery of other outputs, but if the project scope is extended beyond the original scope and budget is provided for additional seven day railway benefits then the funds may be used for this;
- seven day railway funding will be available only where there is a systemic change in a methodology or process that brings long-term sustainable benefits;
- where funding is sought due to an increase in costs as a result of a change in possession arrangements then the evaluation will analyse the costs using the current access regime compared with a seven day railway access regime;
- seven day railway funding will not be considered for projects where the possession regime is determined as part of the normal consultation/negotiation process between Network Rail and the affected operators; and
- funding will not be provided when the project can demonstrate it is self funded i.e. by offsetting all project costs against savings on performance and/or schedule 4 payments.

While there is some urgency in bringing plans to fruition such that the availability outputs can be

achieved, we will balance this against providing sufficient time for all potential candidate schemes to be adequately assessed before all available funding is allocated.

### Delivery of the network availability regulatory outputs

The impacts of the network initiatives described in this plan have been assessed in terms of the changes which will take place to possession locations, days, times and durations.

This assessment has been used to provide inputs into the ORR PDI forecasting model, which translates assumptions on maintenance and renewals possessions into forecasts for the PDI-P and PDI-F. Provided that the forecasting model provides an accurate projection as to how the indices respond to the input changes in possession hours, we would expect that our plans remain consistent with delivery of the regulatory outputs.

We are still developing our understanding of the models used to determine the output indices, and there remains some uncertainty as to the sensitivity of the output metrics to the delivery of the planned interventions. The models use a number of underlying assumptions which are based on judgement rather than data, for example, the extent to which train services can operate in the case of a partial route blockade.

Given these uncertainties, ORR will need to assess whether the availability targets are reasonable based on actual results as CP4 progresses.

## Appendix - Summary of candidate schemes for seven day railway funding by route

### East Coast Main Line

#### *Operator Aspirations*

National Express East Coast	<ul style="list-style-type: none"> <li>Operate earlier and later trains</li> <li>Run base working timetable consistently and reliably at weekends</li> </ul>
First Capital Connect	<ul style="list-style-type: none"> <li>Reliable weekend working timetable</li> <li>Operate later Saturday night services</li> </ul>
Cross Country	<ul style="list-style-type: none"> <li>Saturday service to operate on Sundays from 1000</li> <li>No more than one diversion per train service group</li> </ul>
Freight	<ul style="list-style-type: none"> <li>W9 gauge clearance via Welwyn</li> <li>Consistent weeknight cyclical pattern</li> </ul>

#### *Priority enhancement schemes under consideration*

- Colton-York overhead electrification modifications to allow independent isolation
- Additional Crossovers at Turndale, Ferryhill, Thirsk, Tollerton to allow single line working
- Wired crossovers at Templehurst and Hambledon to allow single line working
- Bi-directional signalling Fletton-Connington to allow single line working
- Overhead electrification independent depot feeds at Hornsey, Bounds Green, Neville Hill

### Great Eastern Main Line

#### *Operator Aspirations*

National Express East Anglia	<ul style="list-style-type: none"> <li>Route enhancement works completed in CP4 to enable improved service levels in CP5</li> </ul>
Freight	<ul style="list-style-type: none"> <li>W9 services from Felixstowe from 1600 Sun</li> </ul>

#### *Priority enhancement schemes under consideration*

- Stratford up avoider upgrade for diversionary use
- New crossover at Shenfield to allow single line working
- Colchester south goods upgrade for diversionary use
- Maintenance process initiatives

## Great Western Main Line

### *Operator Aspirations*

First Great Western	<ul style="list-style-type: none"> <li>• Improvement to weekend two-track railway</li> <li>• Provision of platform faces on main lines where none are currently available</li> <li>• Increased use bi-directional signalling capability between Didcot and Swindon</li> <li>• Improved capacity Swindon between Kemble and Gloucester</li> <li>• Increased use of single line working to reduce bus substitution</li> <li>• Benefits from Cardiff resignalling</li> </ul>
Arriva Trains Wales	<ul style="list-style-type: none"> <li>• Support for the development of Sunday market between Cardiff and Manchester/North Wales</li> <li>• Review of west Wales timetable and maintenance requirements</li> <li>• Benefits from Cardiff resignalling</li> </ul>
Cross Country	<ul style="list-style-type: none"> <li>• Reliable Sunday service Bristol-Birmingham and Didcot-Leamington</li> <li>• Improved cross-route planning, e.g. Birmingham to Southampton services</li> </ul>
Freight	<ul style="list-style-type: none"> <li>• Implementation of weeknight cyclical maintenance strategy</li> <li>• Improved usage and operation of single line working</li> </ul>

### *Priority enhancement schemes under consideration*

- New crossover at Abbotswood to allow single line working
- Bi-directional controls on level crossings on Bristol Birmingham route to allow single line working
- Didcot-Swindon timetable study to improve single line working arrangements
- Cardiff area resignalling to enable station to operate in two halves
- Bi-directional signalling in Bristol Parkway area to allow single line working
- Maintenance process initiatives

## Midland Main Line

### *Operator Aspirations*

East Midlands Trains	<ul style="list-style-type: none"> <li>• Consistent operation of working timetable</li> <li>• Later Saturday evening services from St Pancras</li> <li>• Operate a Saturday service on Sundays south of Bedford</li> </ul>
Cross Country	<ul style="list-style-type: none"> <li>• Operate a weekday timetable from 1000hrs on Sundays</li> <li>• 24 hour service to Stansted Airport</li> </ul>
First Capital Connect	<ul style="list-style-type: none"> <li>• Minimisation of disruption between Flitwick and Bedford</li> </ul>

### *Priority enhancement schemes under consideration*

- Capacity enhancements on diversionary route Sharnbrook – Kettering North – Corby
- Chesterfield platforms for two track railway
- Maintenance process initiatives

## South West Main Line

### Operator Aspirations

South West Trains	<ul style="list-style-type: none"> <li>Operate the working timetable seven days a week consistently and reliably</li> </ul>
Cross Country	<ul style="list-style-type: none"> <li>Operate reliably from 1000 Sundays</li> </ul>
First Great Western	<ul style="list-style-type: none"> <li>Operate reliably with first priority being services after 1600 on Sundays and then after 1000 Sundays</li> </ul>
Freight	<ul style="list-style-type: none"> <li>DB Schenker aspire to 7 day operation</li> <li>Freightliner aspire to move towards 7 day operation by initially running Sunday services</li> <li>1 in 6 cyclical weeknights maintenance strategy in the Basingstoke, Southampton, Salisbury triangle</li> </ul>

### Priority enhancement schemes under consideration

- Upgrade Woking no. 1 reception line for passenger train use
- Basingstoke-Winchester bi-directional signalling to allow single line working
- Commission reversible signalling Woking-Guildford
- Maintenance process initiatives

## West Anglia Main Line

### Operator Aspirations

National Express East Anglia	<ul style="list-style-type: none"> <li>Consistent operation of night time Stansted Express services</li> </ul>
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### Priority enhancement schemes under consideration

- Replace signal heads with LEDs
- Replace treadles with electronic version at level crossings
- Provide 6 motorised OLE switches

## South Humberside Freight

### Operator Aspirations

Freight	<ul style="list-style-type: none"> <li>Operation of a 6.5 day service to fit in with the opening hours of Immingham</li> </ul>
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### Priority enhancement schemes under consideration

- New crossovers at Crowle and Thorne

## Sussex Main Line

### Operator Aspirations

Southern	<ul style="list-style-type: none"> <li>From 0800 Sunday increase service frequency on Brighton Main Line</li> </ul>
All	<ul style="list-style-type: none"> <li>Provide consistent Sunday service</li> </ul>

### Priority enhancement schemes under consideration

- Major junction fixed lighting enhancements

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## Kent

### *Operator Aspirations*

South Eastern	<ul style="list-style-type: none"><li>• Consistent operation of the published timetable</li><li>• Cyclical maintenance strategy</li></ul>
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### *Priority enhancement schemes under consideration*

- Maintenance process initiatives