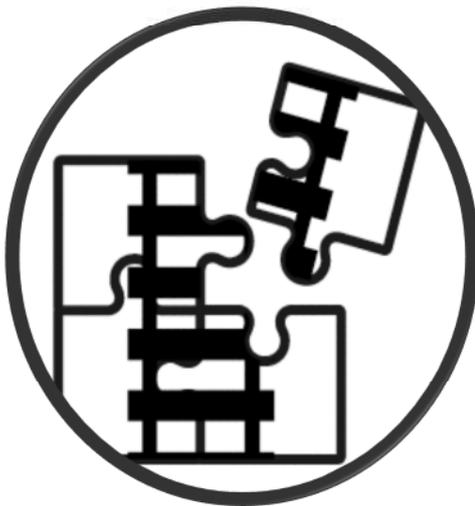


# System Operator

## 2022 Delivery Plan Update



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# 1. Foreword

System Operator sits right at the heart of solving the economic and organisational challenges that the railway faces and helping the industry to grasp the opportunities. Our plan for the next year is to seek to meet those challenges and opportunities head on, working in collaboration with regional colleagues and the wider industry, including:

- **reducing costs and improving capability:** our organisational proposals are currently in consultation with the Trade Unions and will result in a more focussed, accountable, and empowered SO team, reducing headcount and cost by around 20 % (compared to April 2021), and reducing the size of the System Operator leadership team by about 50 %.
- focussing on action, we continue to **improve network operational safety**, including asking and answering difficult questions around effective competence management, and the safety and customer-focussed operational response to bad weather.
- providing industry leadership to address the **train service challenge**, from making sure that successive timetable changes do not put train service delivery at risk, to supporting the successful introduction of the Elizabeth Line, making sure industry timetable systems and processes are flexible, that is customer and revenue focussed and is fit for purpose by providing strategic influence on the ultimate shape of the post-pandemic stakeholder, and a profit and loss focussed national train plan.
- enabling the **rebalancing agenda** to make the most of the huge opportunities presented by the Integrated Rail Plan for the North and Midlands.
- working alongside GBRTT colleagues to **plan and deliver successful industry reform** with a focus on driving the necessary structural and cultural change to improve in the way we provide care to customers, particularly during disruption.
- in the context of a likely difficult economic environment, driving an entrepreneurial and nimble approach to **grow new freight opportunities**.
- successfully **delivering capital programmes** that the industry has entrusted to us, including through the Performance Improvement Fund and Freight Safety Improvement Portfolio

The last year has seen the function evolve, as early in 2021 teams from Network Services merged with System Operator, and we have been delivering the SO Transformation programme to create a new function with a strong operational focus.

Our simplified operating model launched in November 2021 (as shown below) focusses on the Network Rail core business processes for which the SO is accountable. The new organisational structure is aligned with this model and enables us to be flexible as the industry reforms evolve.



**New System Operator Operating Model, November 2021**

## 2022 Delivery Plan Update System Operator

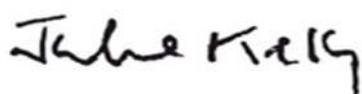
Our Scorecard for 2022/23 is focussed on measures that demonstrate how we are making the railway safer and better for passengers and freight users. The measures will allow our customers to judge our performance and see that we are making a difference for them every day.

We continue to provide support to the Great British Railways Transition Team (GBRTT) whilst their plans are in development, providing guidance where required. It's anticipated that GBR implementation will ramp up over the coming months and the requirement for SO capability to support this activity will increase.

Network Rail has a vision which describes our role and purpose as an organisation. Our six Strategic Themes provide a framework for what the company delivers, and we have aligned our Delivery Plan this year to these themes:

- Safety
- Train Service Delivery
- Efficiency
- Sustainable Growth
- People
- Customers and Communities

Thank you for taking the time to read our Delivery Plan.



Jake Kelly  
Group Director, System Operator



# Network Rail

## Our vision

A company that is on the side of passengers and freight users; that is easy to engage with and a dependable partner; a company people are proud to work for; instinctively recognised as an industry leader.

## Our purpose

Connecting people to places and goods, driving economic growth

## Our role

Running a safe, reliable and efficient railway, serving customers and communities

## 2. Priority Outcomes and KPIs – Long Term Scorecard

We are currently on plan to achieve the annual targets across most measures on our 2021/22 scorecard. This is against the challenging backdrop of moving out of the Covid pandemic and the impact it is continuing to have on the railway.

Several successes in 2021/22 delivery are reflected in the scorecard measures relating to the timetable. Our Capacity Planning colleagues have worked hard to reduce the number of delay incidents that are attributable to timetable production. Although there is still work to do, the full year forecast of the number of delay incidents due to overlength trains is 171, against a target of less than 211. This is on top of a 40 per cent reduction the previous financial year.

The number of trains being planned through possessions is forecast to end the year with less than 100 incidents, against a target of less than 157, with a similar reduction the previous year. The forecast total of individual issues in the timetable is 17,968 against target of less than 21,159 incidents. This is 15 per cent better than target and translates not only into a better experience for our customers but also a financial saving for the taxpayer due to a reduction in Schedule 8 payments being made to operators for delays attributable to these incidents.

Here are some of our other achievements during the year from across the function:

- The **Integrated Rail Plan**, developed by the System Operator in collaboration with Transport for the North, has provided the biggest investment in improving train services across the North and Midlands since the creation of the railway.
- We have made the case for continued investment in the **freight sector**, a major success story for the UK railway particularly as the country recovers from the pandemic. Freight traffic levels are already back to, or above, pre-pandemic levels across most commodity levels and strong safety and operational performance have been key to enabling this growth.
- System Operator is managing implementation of a portfolio of improvements by the Weather Action Task Force (WATF – a group led by Dame Julia Slingo following the Carmont train crash) including how **better weather forecasting** tools can enable more informed operational decisions to improve train performance and keep the railway safe.
- Our **demand forecasting** and analysis team have invested in new technology which provides information on passenger numbers and movement across the network using anonymised mobile phone location data. This information is already enabling us to support the industry plan better, and in due course we aim to provide real time data to enable operational decisions especially during network incidents (for example, bad weather).

As we move into the 2022/23 scorecard year, we want to provide a better experience for our customers. We have a clear focus on measures that align to the new operating model, and which really demonstrate our ambition to understand how our customers perceive our performance and how we can improve it in the years ahead, without taking our focus away from continuing to deliver a robust, safe, and high performing timetable every day.

With measures that cover the breadth of System Operator accountability, the 2022/23 scorecard will be an important tool to keep us focused on delivering our vision of improving what the network is capable of by planning for the future, providing high quality analysis and advice, producing the timetable, and managing industry wide relationships.

## System Operator Long Terms Scorecard (CP6)

System Operator		CP6				
RF11 Long Term Scorecard		Yr1 Actuals	Yr2 Actuals	Yr3 Forecast	Yr4 Forecast	Yr5 Forecast
<b>ON THE SIDE OF PASSENGERS AND FREIGHT USERS</b>		<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>
Freight Delivery Measure (FDM) - National	<b>Current Forecast</b>	94%	94%	93.6%	93.8%	93.8%
	Last Year's Plan	94%	94%	95.2%	94.0%	94.0%
Freight Cancellations	<b>Current Forecast</b>	N/A	1.18	1.5	1.17	TBC
	Last Year's Plan	N/A	1.18	1.01	1.01	TBC
CrossCountry (XC) Cancellations	<b>Current Forecast</b>	N/A	N/A	N/A	TBC	TBC
	Last Year's Plan	N/A	N/A	N/A	TBC	TBC
CrossCountry (XC) T15	<b>Current Forecast</b>	N/A	N/A	N/A	TBC	TBC
	Last Year's Plan	N/A	N/A	N/A	TBC	TBC
Net tonnes miles moved - Freight (billions)	<b>Current Forecast</b>	10.40	10.60	10.92	11.30	13.10
	Last Year's Plan	10.40	10.60	10.88	11.90	13.10
Satisfaction - Managed Stations	<b>Current Forecast</b>	N/A	N/A	N/A	TBC	TBC
	Last Year's Plan	N/A	N/A	N/A	8	TBC
Overall Operators customer satisfaction roll up	<b>Current Forecast</b>	N/A	N/A	N/A	0.77	TBC
	Last Year's Plan	N/A	N/A	N/A	N/A	TBC
Derailments (NR caused)	<b>Current Forecast</b>	9	8	7	6	5
	Last Year's Plan	9	8	7	6	5
Freight End User (FEU) satisfaction	<b>Current Forecast</b>	1	1	1	1	1
	Last Year's Plan	1	1	1	1	1
Timetable Production Performance	<b>Current Forecast</b>	20601	25285	22273	19838	TBC
	Last Year's Plan	20601	25285	25285	22273	19838
Timetable Delivery	<b>Current Forecast</b>	N/A	N/A	N/A	0.85	TBC
	Last Year's Plan	N/A	N/A	N/A	0.85	TBC
<b>EASY TO ENGAGE WITH, EFFICIENT AND DEPENDABLE PARTNER</b>		<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>
Financial Performance CAPEX £m	<b>Current Forecast</b>	-0.52	0	27.1	36.63	35.00
	Last Year's Plan	-0.52	0	19.5	27.1	36.63
Financial Performance OPEX £m	<b>Current Forecast</b>	-2.82	0	91.8	103.26	96.2
	Last Year's Plan	-2.82	0	19.4	91.8	103.26
<b>PROUD TO WORK FOR NETWORK RAIL</b>		<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>
System Operator Engagement Action Plans	<b>Current Forecast</b>	N/A	N/A	N/A	90%	TBC
	Last Year's Plan	N/A	N/A	N/A	N/A	90%
<b>INSTINCTIVE INDUSTRY LEADER</b>		<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>
Operational Competence Delivery Milestones	<b>Current Forecast</b>	N/A	N/A	N/A	90%	TBC
	Last Year's Plan	N/A	N/A	N/A	N/A	TBC
Network Infrastructure Model Delivery Milestones	<b>Current Forecast</b>	N/A	N/A	N/A	90%	TBC
	Last Year's Plan	N/A	N/A	N/A	N/A	TBC
Strategic Planning Delivery Milestones	<b>Current Forecast</b>	N/A	N/A	N/A	90%	TBC
	Last Year's Plan	N/A	N/A	N/A	N/A	TBC
Network Integration & Policy Reform Delivery Milestones	<b>Current Forecast</b>	N/A	N/A	N/A	90%	TBC
	Last Year's Plan	N/A	N/A	N/A	N/A	TBC
Integrated Rail Plan Delivery Milestones	<b>Current Forecast</b>	N/A	N/A	N/A	90%	TBC
	Last Year's Plan	N/A	N/A	N/A	N/A	TBC
Industry Timetable Technical Strategy Delivery Milestones	<b>Current Forecast</b>	N/A	N/A	90%	90%	TBC
	Last Year's Plan	N/A	N/A	N/A	N/A	TBC
Weather Risk Taskforce Delivery Milestones	<b>Current Forecast</b>	N/A	N/A	90%	90%	TBC
	Last Year's Plan	N/A	N/A	N/A	90%	TBC

**Note: TBC are still be finalised with our Customers and Stakeholders**

# 3. Network Rail Strategic Themes

This section describes how functional departments of the System Operator contribute to a successful railway through the Network Rail strategic themes, Safety, Train Service Delivery, Efficiency, Sustainable Growth, People and Customers & Communities

## 3.1 Safety

### Key Delivery Plan Outputs

Safety is paramount for Network Rail and is an integral building block of System Operator’s planning and strategic vision. Here are some of the key safety initiatives:

- The 21st Century Operations programme has produced an improved database for recording competence and there have been advancements in refining the Competency Management System (CMS) assessment cycle to be more learning and development orientated. Increased staff competence reduces the risk of errors, making the railway safer.
- The Capacity Planning team has made considerable developments in reducing errors and improving ways we manage our data using different tactical solutions, for example we have enabled the Train Length Validation functionality within our train planning program which directs timetable planners to instances of conflict where a train is too long for a platform or loop and for improvements that enable the planners to better plan the route of a train into complex stations.
- Funding from the Freight Safety Improvement Programme is enabling us to provide better walkways and lighting for drivers at depots, and we will fit charter stock with Controlled Emission Toilets (CET) to remove effluent discharge from the network, improving safety for trackside colleagues.
- Improvements to our functional safety framework and policies are helping us focus more on the contribution we can make to safety as a whole function.
- Working in partnership with DfT colleagues, our franchise professionals have secured specific commitments in all DfT contracted TOC business plans to collaborate with Network Rail on safety improvements, and trackworker safety, clearly aligning objectives across the industry. Embedding safety into Passenger Service Contract (PSC) design and procurement is also ongoing, building on the processes established through the Train Service Specification Improvement Programme.

SAFETY						
Derailments (NR caused)	<b>Derailment of commercial freight services on NR network infrastructure caused by NR.</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>6</b>	<b>5</b>
	Number of derailments	19/20	20/21	21/22	22/23	23/24
Weather Risk Taskforce Delivery Milestones	<b>Weather Risk Taskforce Delivery Milestones</b>	<b>N/A</b>	<b>N/A</b>	<b>90%</b>	<b>90%</b>	<b>N/A</b>
	Measure captures key deliverables for workstream	19/20	20/21	21/22	22/23	23/24

Note: The current forecast figures are displayed above, to see the full SO scorecard, see section 2.

### Functional Safety Plan

Since the merger of some Network Services teams with System Operator in early 2021 positive steps have been taken to proactively manage functional safety. We are now in the process of consolidating these activities under a System Operator safety manager in the Network Operations team who will build upon the good progress achieved to date.

By end of Q2 2022 we will produce a functional safety plan for SO. This will provide two perspectives on safety: an **inward** and an **outward** perspective.

#### Inward looking

The safety plan will provide continuous improvement in the management of health and safety of the c.1000 employees in System Operator. For the vast majority of these, the safety plan will focus on the office-based environment (primarily the Quadrant at Milton Keynes), ensuring that any work-based risks are well managed. This will draw on the Network Rail Safety Management System (SMS) that already exists.

For those staff who do visit operational environments (including freight yards, maintenance delivery units and lineside site visits), the safety plan will provide assurance that staff safety is being well managed. Road safety is also a priority for all our staff.

#### Outward looking

The team own a wide range of policies, standards and procedures that are key safety inputs into the safe delivery of the railway.

These cover freight (including the transportation of dangerous goods), how trains are timetabled for permissive working, and the competence of safety critical staff, as well as many other safety responsibilities. This requires working under the Railway and Other Guided Transport Systems legislation (2006) and following guidance on safety critical competences in Railway Safety Publication No 1.

The inward/outward looking approach will allow the safety team to balance the high frequency but low impact incidents that affect a large office team with the low frequency but high impact events that occur on the operational railway. Without this distinction, there is a risk that the office-based risk would be overshadowed by the more serious (but far less likely) events on the operational railway.

## 3.2 Train Service Delivery

### Key Delivery Plan Outputs

Since the merger with Network Services teams, including Network Operations, the System Operator has worked with regional colleagues to improve train service performance and to enable more trains to run on time for our passengers. We have made significant advances to train service delivery in the following areas:

- The Capacity Planning team has delivered improvements to the quality and efficiency of the timetable through the development of new tools and capabilities. This has resulted in a reduction in delay incidents which are below the year-end target. Directly attributed incidents are on target to be at the lowest level ever recorded, despite high levels of workload on both the Operator and Capacity Planning teams. The year-end forecast for attributed delay incidents (coded to 502A) is calculated to be less than 16,500 incidents, which is 6,000 fewer incidents than target.
- The Industry Timetable Technical Strategy (ITTS) programme is taking the next steps in improving the timetable through increased automation and optimisation and is on track to build the core foundations of technology and prove aspects of the end-state solution.
- We have invested in new technology to understand passenger movements more accurately across the network using mobile phone data. This allows the industry to predict passenger behaviours, enabling us to better plan for passenger needs.
- The Network Operations team supports the Train Service Delivery National Strategy Committee (NSC) by coordinating the committee's four sub-groups and preparing material for the NSC itself. The Railway Systems sub-group draws expertise from maintenance, operations, and IT to test whether the combined activities across the business will deliver the planned level of performance. This approach allows decisions to be made across multiple functions of the business, such as weather management. For example, the recommendations from Dame Julia Slingo's Weather Action Task Force (WATF) have implications on how Network Rail uses data across maintenance and operations. This group's role therefore includes the monitoring of delivery of the WATF recommendation for the improved use of meteorological data in the business.
- The Freight team has worked with the Regions to ensure a high-performing railway throughout all times of the day to match the dynamic and 24/7 nature of the sector, as well as providing the levels of performance and safety required to give confidence to our customers and to entice new business onto rail. Freight has a dedicated Service Delivery Management (FSDM) team who provide around-the-clock operational direction for freight and liaise with the Regions, whilst our embedded Regional Freight Management team are responsible for enabling the smooth day-to-day freight operation.

## 2022 Delivery Plan Update System Operator

TRAIN SERVICE DELIVERY						
Impact on train performance (delay incidents)	<b>Impact on train performance</b>	<b>20601</b>	<b>25285</b>	<b>22273</b>	<b>19838</b>	<b>TBC</b>
	Delay incidents related to capacity planning	19/20	20/21	21/22	22/23	23/24
Timetable Milestones	<b>Timetable Milestones</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>85%</b>	<b>TBC</b>
	Milestones for production of timetable	19/20	20/21	21/22	22/23	23/24
Net tonnes miles moved - Freight (billions)	<b>Net tonnes miles moved - Freight (billions)</b>	<b>10.40</b>	<b>10.60</b>	<b>11.15</b>	<b>11.30</b>	<b>13.10</b>
	Volume of freight moved in year	19/20	20/21	21/22	22/23	23/24
Freight Delivery Measure (FDM) - National	<b>Freight Delivery Metric</b>	<b>94.0%</b>	<b>94.0%</b>	<b>94.5%</b>	<b>93.8%</b>	<b>93.8%</b>
	Freight trains arriving within 15 minutes of booked time	19/20	20/21	21/22	22/23	23/24
Freight Cancellations	<b>Freight Cancellations</b>	<b>N/A</b>	<b>1.18</b>	<b>1.50</b>	<b>1.17</b>	<b>TBC</b>
	Freight trains cancelled	19/20	20/21	21/22	22/23	23/24
Operational Competence Delivery Milestones	<b>Operational Competence Delivery Milestones</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>90%</b>	<b>TBC</b>
	Measure captures key deliverables for workstream	19/20	20/21	21/22	22/23	23/24
Network Infrastructure Model Delivery Milestones	<b>Network Infrastructure Model Delivery Milestones</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>90%</b>	<b>TBC</b>
	Measure captures key deliverables for workstream	19/20	20/21	21/22	22/23	23/24
Industry Timetable Technical Strategy Delivery Milestones	<b>Industry Timetable Technical Strategy Delivery Milestones</b>	<b>N/A</b>	<b>N/A</b>	<b>90%</b>	<b>90%</b>	<b>TBC</b>
	Measure captures key deliverables for workstream	19/20	20/21	21/22	22/23	23/24

Note: The current forecast figures are displayed above, to see the full SO scorecard, see section 2.

## 3.3 Efficiency

### Key Delivery Plan Outputs

We have worked closely with our funders and industry partners to create opportunities for efficiencies within our plans. Some with immediate effects, others longer term.

- As we implement the System Operator Transformation, our headcount reduces by c. 20 % compared to April 2021 and we are focused on delivering efficiently with the resource available.
- The Axiom network model provides a Geographic Information System (GIS) referenced model of operational inputs (route setting and the link between track circuits and displayed signal aspects) against the track centre line. A trial in 2021 demonstrated how such a model could be built cost-effectively. The model will provide a common data set and basis for other business systems and the Network Operations team is working with regions and functions to exploit the potential.
- Further efficiencies in the Capacity Planning team will be achieved in the longer term through delivery of the Industry Timetable Technical Strategy (ITTS) programme, enabling timetable systems to talk to each other, using fit-for-purpose data and technology to remove the reliance on manual data entry and legacy systems. During this year the programme has developed an approach to establish three logical transition states starting with limited functional scope being deployed onto a small part of the network, then increasing the scope of functionality and extending the deployment onto the wider network. The final transition state will deliver full system capabilities and drive the deployment across the rest of the network into Control Period 7
- The industry reform through Great British Railways (GBR) will create exciting opportunities to fully review industry contractual terms, remove the fragmentation and inefficiencies currently within the industry by creating better integration of specialist capabilities and the strengthening of those capabilities by merging cross network teams.

EFFICIENCY						
Financial Performance CAPEX £m	<b>Financial Performance CAPEX £m</b> Planned expenditure against target: capital expenditure	<b>-£0.5m</b> 19/20	<b>£0.0m</b> 20/21	<b>£27.1m</b> 21/22	<b>£36.6m</b> 22/23	<b>£35.0m</b> 23/24
Financial Performance OPEX £m	<b>Financial Performance OPEX £m</b> Planned expenditure against target: operational	<b>-£2.8m</b> 19/20	<b>£0.0m</b> 20/21	<b>£91.8m</b> 21/22	<b>£103.3m</b> 22/23	<b>£96.2m</b> 23/24
Strategic Planning Delivery Milestones	<b>Strategic Planning Delivery Milestones</b> Measure captures key deliverables for workstream	<b>N/A</b> 19/20	<b>N/A</b> 20/21	<b>N/A</b> 21/22	<b>90%</b> 22/23	<b>N/A</b> 23/24
Network Integration & Policy Reform Delivery Milestones	<b>Network Integration &amp; Policy Reform Delivery Milestones</b> Measure captures key deliverables for workstream	<b>N/A</b> 19/20	<b>N/A</b> 20/21	<b>N/A</b> 21/22	<b>90%</b> 22/23	<b>N/A</b> 23/24
Integrated Rail Plan Delivery Milestones	<b>Integrated Rail Plan Delivery Milestones</b> Measure captures key deliverables for workstream	<b>N/A</b> 19/20	<b>N/A</b> 20/21	<b>N/A</b> 21/22	<b>90%</b> 22/23	<b>N/A</b> 23/24

Note: The current forecast figures are displayed above, to see the full SO scorecard, see section 2.

## 3.4 Sustainable Growth

### Key Delivery Plan Outputs

- As a nation, Britain must make demonstrable progress towards improving the sustainability and carbon footprint of its transport networks, and the rail industry plays a crucial role in supporting these objectives. We need to grow freight service capacity and capability to support the economy, whilst tackling carbon reduction. Working with GBRTT the System Operator is examining how the industry can work smarter to deliver freight growth over the next three to seven years, with a CP6 growth target to increase freight net tonne miles moved by 15.6 per cent.
- A cross-NR freight committee has been set up as a sub-group to the National Strategy Committee for Sustainable Growth within Network Rail. This freight committee is tasked with driving forward the short, medium, and long-term freight strategy to grow rail freight and support delivery in line with the freight growth forecasts. It has commitment across the regions and across the different areas (asset management, operational delivery, investment) of the organisation
- System Operator has started to implement plans to respond to the changing safety threat of climate change and weather patterns based on the recommendations of Sir Robert Mair and Dame Julia Slingo's reports. The Weather Risk Task Force (WRTF) has made improvements to the railway by delivering infrastructure strengthening in the regions and improving weather tools and knowledge within operations and engineering. By using the latest weather science to inform operational decisions we can enable the network to cope with extreme weather and provide the service passengers expect.
- The outcome of the industry investigation into the Carmont tragedy was released by the Rail Accident Investigation Branch (RAIB) on 10<sup>th</sup> March 2022. Their report has wide ranging implications beyond the impact of extreme weather. The appropriate recommendation owners are now appointed and an exercise to understand the implications on the Weather Risk Task Force scope is under way. Our initial view is a broadening of the task force scope (rather than change) and we will act accordingly once the gap analysis is complete.

# 3.5 People

## Key Delivery Plan Outputs

- The System Operator Human Resources team has supported delivery of improvements across our key workstreams. **Supporting mental wellbeing training** for line managers has been championed by our wellbeing steering group, with the target for all managers to be trained by year end. A refresh of the System Operator wellbeing ambassadors has increased awareness and uptake in this space.
- Our **diversity & inclusion** local working groups continue to raise awareness and challenge perceptions, through activities such as reverse mentoring. A trial of blind CV sifting is underway and the data reporting format on D&I has been refreshed and is shared periodically with the working group to inform future initiatives.
- Focus continues on making the System Operator a great place to work, with **flexible and agile working** embedded across our teams enabling colleagues to make an application to adjust their working hours and/or work from home. Those who need to work in the office have been supported to do so as we have progressed through the pandemic.
- This year we have also been able to recognise colleagues' achievements through the introduction of a local **reward and recognition scheme**, highlighting outstanding achievements made across the System Operator throughout the year.
- A new cohort of System Operator graduates joined us, and opportunities extended to individuals to gain valuable work placements through the government's Kickstart scheme. Talent and succession plans have been reviewed for local key roles and business critical roles, and aiming to include female and black, Asian & minority ethnic talent where appropriate.

### PEOPLE

System Operator Engagement Action Plans	<b>System Operator Engagement Action Plans</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>90%</b>	<b>TBC</b>
	Track delivery against agreed System Operator Engagement Action Plans	19/20	20/21	21/22	22/23	23/24

Note: The current forecast figures are displayed above, to see the full SO scorecard, see section 2.

## System Operator Transformation

Early 2021 saw some Network Services teams merge with System Operator creating a new function with a strong operational focus. To effectively integrate these teams and set us up in the most effective way System Operator introduced a more streamlined operating model in November 2021, and the associated organisational change will continue into 2022/2023 as we rationalise nine departments into four, plus cross functional programmes and business management support.

We are consulting with our teams (through the trades unions) on the new organisation design and are planning to go live in financial year 2022/2023. To help deliver savings and minimise impact across the team, we've already run two phases of the Industry Special Voluntary Severance Scheme and our local consultation adheres to nationally agreed principles. As an organisation we are committed to minimising and mitigating any compulsory redundancies and are working together with the trades unions to minimise the impact on our people.

## 3.6 Customers and communities

The Customers & Communities theme is about how Network Rail can be better for our customers, passengers, freight users and lineside neighbours. It's about being a dependable partner that puts safety and service at the heart of everything we do.

We want our passengers to recommend us; our people to love our passengers; our partners, customers stakeholders to recommend working with us; and the public to know we care about our impact on them. We will achieve these things by focussing on five key workstreams:

- Becoming a more accessible and inclusive railway\*
- Giving passengers better information\*
- Great stations\*
- Being a better neighbour
- Becoming a customer service organisation

System Operator is leading three of the five workstreams, marked with an asterisk above (\*).

### Key Delivery Plan Outputs

We constantly strive to be better for our customers, passengers, freight users and lineside neighbours with several initiatives under way including:

- We have involved key stakeholders to develop a freight strategy to understand the strategic business priorities of our customers and end users and reflected these in the formulation of the freight strategy and our scorecard for 2022/2023.
- The smarter information programme has examined ways that we can increase customer satisfaction and improve the provision of journey information. For example, we are delivering better on-train passenger announcements via mobile communications to enable TOC (Train Operating Company) control rooms to make announcements directly to passengers rather than via the driver, using a cloud-based web interface. This will provide benefits for passengers (better and more timely information) and reduce driver distraction (safety benefit).
- System Operator is working closely with other functions to explore ways that our routes can deliver a better station experience for everyone. We have the vision that stations should be places which are inclusive and welcoming, and which encourage more people to travel by rail.

### CUSTOMERS AND COMMUNITIES

Freight End User (FEU) satisfaction	<b>Freight End User (FEU) satisfaction</b> Satisfaction based on quarterly survey % score	<b>74%</b> 19/20	<b>75%</b> 20/21	<b>76%</b> 21/22	<b>77%</b> 22/23	<b>78%</b> 23/24
Satisfaction - Managed Stations	<b>Satisfaction - Managed Stations</b> Mean score of all responses based on a 1-10 scale (1	<b>N/A</b> 19/20	<b>N/A</b> 20/21	<b>7.74</b> 21/22	<b>TBC</b> 22/23	<b>TBC</b> 23/24
Overall Operators customer satisfaction roll up	<b>Overall Operators customer satisfaction roll up</b> Satisfaction based on periodic survey % score	<b>N/A</b> 19/20	<b>N/A</b> 20/21	<b>N/A</b> 21/22	<b>77%</b> 22/23	<b>TBC</b> 23/24

Note: The current forecast figures are displayed above, to see the full SO scorecard, see section 2.

## 4. Finance Plan

### 4.1 Expenditure

Increases in our forecasts for the next financial year reflect additional funding for projects (opex and capex), which will be delivered with fewer staff as headcount reduces, see notes on following page:

£m	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024 CP6 Exit	CP6 Total	Last approved baseline (RF8)
Support (operating costs including staff, overheads & opex projects)	62	69	72	102	94	400	400
<b>FOR INFORMATION</b>							
<i>Headcount (staff and agency)</i>							
Average during the year	1,106	1307	1107	999	957		
<i>Support line cost breakdown (note years 1 and 2 include project costs since transferred elsewhere through PPF)</i>							
Staff related costs	70	83	67	68	67	355	
Staff costs capitalised	(30)	(36)	(18)	(17)	(17)	(118)	
Opex projects	22	22	23	51	44	163	
Support total	62	69	72	102	94	400	
Operations	-	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-	-
Industry costs and rates*	1	1	0	0	0	2	2
Renewals (capex projects)	11	20	34	43	40	149	143
Risk Funding	0	0	0	0	1	1	2
<b>Total Costs</b>	<b>74</b>	<b>89</b>	<b>106</b>	<b>145</b>	<b>135</b>	<b>552</b>	<b>547</b>
Enhancements	-	-	-	-	-	-	-

\*includes: Electricity Costs for Traction (EC4T), Cumulo Rates, British Transport Police subsidy, ORR subscription, Rail Delivery Group subsidy, etc

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### Commentary on Expenditure

**From the start of CP6 until now** our cost base has increased from £74m in 2019-20 to £106m in 2021-22. The most significant causes of this increase are:

1. The strengthening of the capacity planning team in response to the May 2018 timetable delivery issues;
2. The merger of System Operator and Network Services, both organisations were planning for growth at the time and headcount across the teams was rising;
3. The ramp up of the Industry Timetable Technical Strategy, which is designed to deliver a modern and market-reflective technology enabled approach to timetabling;
4. Additional capital projects that have been given to SO to deliver, including those through the Performance Innovation Fund, elements of weather risk task force, freight safety improvement plan, GSMR fitment etc.

**Looking to the next year**, our Delivery Plan for 2022-23 totals £145m (compared to £106m in 2021-22). This increase of £39m between years is due to:

- £27m (or 69 per cent) of additional opex projects that SO has committed to deliver for our customers next Financial Year (see main projects below).
- £9m (or 23 per cent) more spending on capex projects due to the planned ramp up of delivery on projects such as the Industry Timetable Strategy programme (see section 5.2 for details on scope and benefits) and the Weather Risk Task Force (see section 3.4 above).
- £3m (or 8 per cent) due to inflation and the reintroduction of travel costs and other variable overheads after the pandemic.

Headcount is reducing by c.20% compared to April 2021 (1,184 in P13 2020/2021 to 957 by end of 2022/2023) with related efficiencies being realised over the remainder of CP6.

The most significant opex projects with an increase are:

- The **Performance Innovation fund** (£9.7M increase, 2022/2023 total spend of £18M) is used to drive route level performance improvement projects. A key plank is delivery of double rate variable sanders, reducing low adhesion risk across the network, reducing safety risk, which is particularly important in the context of the Salisbury incident.
- The project to **fit charter stock with Controlled Emission Toilets (CET)** (£6.8M increase, 2022/23 total spend of £8.3M) is the conversion of heritage coaches from open toilets to controlled emission into tanks. The removal of effluent disposal on the track is a key safety objective.

*Movement from last baseline*

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- Total costs for CP6 have increased from the last baseline of £547m at RF8 to £552m.
- Total operating expenditure has stayed at £400m. This is despite inflationary pressures which will see our expenditure increase over the last 2 years of CP6. This has been funded from Risk Funding and increased income, also due to inflation. This increase has been offset by slippage of Operating Expenditure from 21/22 into 22/23 which has been accommodated within the funds available in 2023 and there is a decrease in headcount which will produce efficiency savings until the end of CP6.
- Renewals expenditure has increased from £143m at RF8 to £149m. This is due to additional Weather Action Task Force funding offset by slippage of work from 21/22 into future years particularly within the ITTS programme.

## 4.2 Income

£m	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024 CP6 Exit	CP6 Total	Last approved baseline (RF8)
Franchised Train Companies and FOC Income	109	104	116	122	112	562	554
Commercial / Property Income	-	-	-	-	-	-	-
Government Grant Income (Regional allocation)	-	-	-	-	-	-	-
Net Schedule 4 & 8 costs (Explanation)	-	-	-	-	-	-	-
<b>Total Income</b>	<b>109</b>	<b>104</b>	<b>116</b>	<b>122</b>	<b>112</b>	<b>562</b>	<b>554</b>

Income is set to increase over the next 2 years due to increases in inflation.

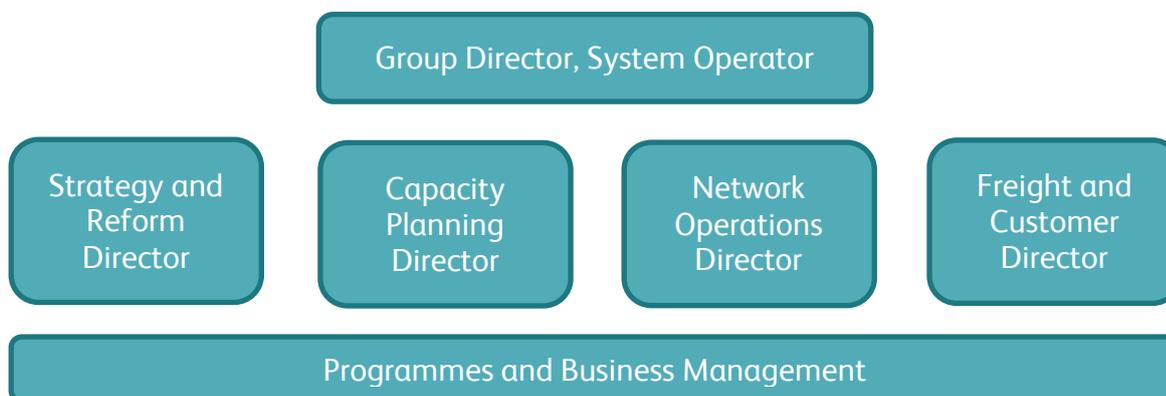
## 5 System Operator functional update

The System Operator launched a new operating model in November 2021 and is currently delivering a reorganisation to be a leaner and more cost-conscious service function, aligned to how we work and sufficiently agile to be able to flex to accommodate emerging industry reforms.



### New System Operator Operating Model, November 2021

Our new organisation design is based on the operating model, with four functional departments supported by a programmes and business management team:



The following sections provide a functional update covering each department as aligned with our new operating model.

## 5.1 Strategy and Reform

The Strategy and Reform Director owns the Long-Term Planning core business process.

We are undertaking a piece of work to see how rail can help wider transport decarbonisation over the next four to seven years. We are also collaborating and integrating with the GBRTT teams undertaking strategic planning (Strategic Freight Unit & Whole Industry Strategic Plan).

Our key successes over the year reflect the focus on decarbonisation and efficiency in the railway:

- The **freight strategy** has been completed and focus has now turned to the priorities which require limited Government investment.
- The **Better Value Railway** initiative has been delivered with training and guidance sessions being delivered to regional colleagues.
- Due to the impact of Covid on rail industry finances, securing investment to deliver the **Traction Decarbonisation Network Strategy** is challenging, so we are looking at how rail can support wider transport decarbonisation in the short term.
- The **Restoring Your Railway programme** has worked in collaboration with operators, the Western & Wales Region, and local teams to successfully deliver the Oakhampton line.

**The Integrated Rail Plan (IRP)** reflects the biggest investment in improving train services across the North and Midlands since the railway was created. In advance of the creation of GBR this requires a guiding mind to ensure that the whole railway system comes together to deliver the intended improvements for passengers and freight users, in a financially sustainable way, delivering the outcomes government has made the investment for.

The Strategy & Planning Director (IRP) will provide leadership of the next steps studies from the IRP and Union Connectivity Review and provide sponsorship and development to define what is to be developed for corridors and hub, and at which point transition to the region(s).

Key factors for integrating the portfolio include:

- Individual programmes (including HS2 Ltd) provide clarity of outputs to allow autonomy to progress the development and design
- Benefits are assured for delivery for the committed core end state and phases
- Concept Train Plans are developed for delivery phases
- Provision of oversight of the portfolio level business case and financial sustainability
- Provision of information to GBRTT to inform the WISP

During the last year, the Network Integration and Policy team, which joined the Strategy and Reform department as part of the SO Transformation has:

- **published the Station Capacity Planning Guidance** as a Series 100 document on the NR standards site which has been substantially updated.
- **published the Level 2 standard on Station Capacity and Crowd Management.** The new Level 2 standard aims to bring out best practice in management of crowding at stations and links up station operations with other planning in the industry such as assurance of timetable changes.
- a new **crowd reporting app** has been rolled out for Network Rail managed stations. The app provides BAU reporting and special event focussed reporting that can be used for tactical

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monitoring and interventions during major events. We are exploring extending the tool to TOC stations.

- **updated and published the station capacity priority list**, which has been consulted with all TOCs and Regions and which has been made available on a dashboard (currently within NR only).
- **developed a national accessibility prioritisation tool** enabling us to get a network wide view of priorities for investment in station accessibility. This will be used for the Whole Industry Strategic Plan (WISP) and funding bids.
- **published the Managed Station Footfall dashboard** used across the rail industry and to answer media and industry queries relating to footfall and passenger demand recovery

The Strategy and Reform department also incorporates our analytical team, Analysis and Economics. For the System Operator, our analytical teams should be using the most appropriate data, systems, and techniques to support decisions by devolved regions, governments, and the regulator.

During the last year we have provided advice across the enhancement portfolio for DfT's Rail Network Enhancement priorities, small operational enhancements, and Restoring your Railway, including updated advice in line with the uncertainty that COVID has brought. We help decision makers to understand the objectives of the scheme, how the options considered best meet the objectives and demonstrate value for money in line with the principles of the Treasury's Green Book and funders' guidance.

We have supported regional and network level strategic planning with demand forecasting and transport economics, and the analytical assurance team is updating the analytical assurance policy and providing level 2 assurance against the company's compliance.

The revenue claims team has successfully negotiated significant reductions in claimed compensation from operators.

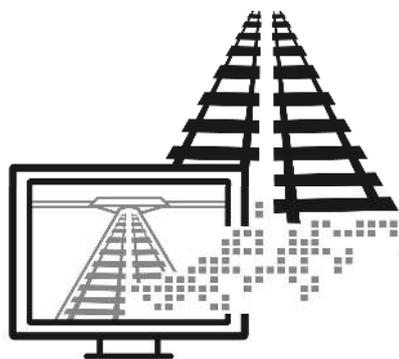
We are procuring anonymised data for the industry to make better decisions. So far, the system is best at telling us when people travel, and this can be used to inform possession planning and how peaks are recovering in different markets.

## 5.2 Capacity Planning

The Capacity Planning Director owns the Timetable Planning core business process.

**The Capacity Planning Team** leads the Production of the **National Long-Term Plan (LTP)** and **Short-Term Plan (STP)** timetables, alongside delivering advance timetabling and timetable performance modelling to support Regions, funders, third parties and the work of the wider **System Operator (SO)** team.

2022 has seen a continued industry appetite for more frequent timetable change, with a balancing demand for clarity on the levels of risk associated with timetable change, and informed industry decisions and understanding of risk mitigations around those risks. The year saw formal planned timetable changes in May, September and December to progressively reintroduce services as passenger demand returned. The emergence of the Omicron variant of Covid-19 in December led to many operators experiencing acute resource shortages and led to further timetable changes at short notice for January and February to reduce services accordingly.



The alignment between the production team and the Industry Timetable Change Steering Group led by the SO Industry PMO team, has maintained a clear line of sight around the range of risks associated with each timetable change and this has led to decisive interventions when necessary. The best example of that this year has been the delay of the major East Coast timetable change that was originally planned for May 2022 but has now been pushed back owing to the recognised level of risk. Building on this work, the SO PMO team has been working closely with the DfT in the assessment and co-ordination of Operators' Annual Business Plans. The objective is to confirm the level of service provision for the next two to three years that meets the expected passenger demand, enables a continuation of the recent good levels of network performance, and meets Government expectations on value for money.

This continued increase in the frequency of timetable changes, and the fact that funders have continued to require the ability to make later decisions on the timetable to act on best possible travelling demand, has resulted in a significant increase in the volume of STP workload. The Operator planning teams, and Capacity Planning teams, have responded well to this challenge, and have managed to achieve a national timetable publication level now held at TW-8 (vice TW-12 in the Network Code). All of this has occurred at the same time as restraining recruitment (to back fill vacancies) to create some financial headroom in recognition of the industry financial challenges. The overlay of the DfT led Business Plan Reviews, with the financially driven changes to review train service levels in line with passenger volumes, has had a clear impact on the sustainability of outputs by planning teams across the industry. Coupled with overdue stakeholder decisions in a number of areas of major timetable change including WCML (West Coast Mainline) and ECML (East Coast Mainline) there is a recognised and increasing risk of large scale timetable changes failing to meet demand soon after the May 2022 timetable change date.

Other parts of the Capacity Planning team have made significant inroads in improving our advanced timetabling capabilities, and this will be an area of focus as we move into 2023. This will strengthen the System Operator's ability to meet the emerging needs of the wider Network Rail, and the GBR transition

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demands, for timetable development to inform Train Service Specification, Performance modelling and crew / stock optimisation. These are a range of capabilities that will be better enabled through the ITTS delivery from 2023 onwards.

The creation of a Performance & Simulation team has already established an enhanced capability in supporting Regions and funders in understanding capacity / performance tipping points triggered by the timetable. There is a sophisticated Performance Hub now in place that has the capability to inform timetable planners about the impact of specific design characteristics of the timetable.

The Capacity Planning organisation has stepped into a more decisive client role for the ITTS programme, providing the lead customers for each technical subject area. The sponsor team are readying for 'Transition State 2' authority in summer 2022 (subject to progress reviews of Transition State 1 and the relevant stage gate reviews being passed).

Early benefits of the ITTS programme, or from the original four capital programmes that formed part of the CP6 Plan, have been delivered in several aspects of how better data is presented to the operational railway systems. This includes the following specific improvements, which are representative of some of the improvement opportunities available:

### 1. Increased automation of timetable production (reduced manual tasks)

Improvement / Functionality	Benefit
Automated Conflict Detection – for track length validation and electrification checking	The automatic identification of overlength trains in platforms and loops in TPS. Electrified lines check for electric trains.
TPS Routes Project	Automatic identification of misaligned track & route codes in TPS. Reducing data errors sent to downstream systems such as ARS for key locations. Minimises signaller intervention, reducing delays and incidents.
Station Working	Automation of station working tasks associated with the production of Station simplifiers, through an enhancement to the ATTUne software.
Timetable Planning Rules (TPR) non-compliance checker	ATTUne software compares schedules against the Timetable Planning Rules and indicates any non-compliances to support the validation process.

### 2. Faster, more flexible performance modelling

Improvement / Functionality	Benefit
RailSys Enterprise	RailSys has been upgraded to the Enterprise version which allows multiple analysts to build and run simulations on the same model – meaning outputs can be produced in a shorter time
Data Transfer	Automating the process of transferring timetable data from the planning tool TPS to the RailSys simulation tool. The TPS to RailSys PIF converter saves significant modelling setup times, approximately a productivity benefit of 30 days effort in a 6-month period. Improved granularity of information and accuracy in the conversion process as a result of utilising a richer import file will improve productivity and quality of the data imported into RailSys.
Performance Hub – analysis toolkit	Enhancement of the Performance Hub tool to advance our use of Timetable Analytics. Using analysis of real performance data to inform future changes. In essence future Timetable planners will understand what has happened in earlier timetable releases, what to take cognisance of to build a future timetable with increased robustness and quality.

## 5.3 Network Operations

The Network Operations Director owns the Operations core business process.

The team's priorities are focussed on the following areas:

<b>Sub-threshold delay</b>	<ul style="list-style-type: none"> <li>• we need the ability to identify the signal aspect and route to which the driver is acting, so we can separate time loss when measured against the timetable, versus time loss against an efficient use of the signalling system</li> <li>• this cannot be measured or attributed correctly using current railway operating systems</li> </ul>
<b>Time Signal at Red</b>	<ul style="list-style-type: none"> <li>• a new metric, Time Signal at Red, is being developed to reflect how efficiently the signalling system is being used, as well as providing metrics on where time loss is occurring</li> <li>• these predicted TSAR outcomes can be compared with the actual to provide a much greater degree of information as to why the system is not delivering compared to the best possible from current performance systems</li> </ul>
<b>Operational competence</b>	<ul style="list-style-type: none"> <li>• we are responsible for making sure that Network Rail has a Competence Management System for operational staff that both meets Network Rail's requirements as a business but that also meets legislative requirements</li> <li>• the team uses experience from other industries in competence management and how technology can be used to improve training and learning, important for simulations to help staff learn how to manage a wider range of situations</li> </ul>
<b>Incident management</b>	<ul style="list-style-type: none"> <li>• compared to other operational industries and the emergency services the rail industry lacks a structured approach to incident management training and associated refresher courses</li> <li>• the team is working to provide improved competence for managing incidents, and to provide better facilities at a national level for staff to practice their skills in more realistic settings</li> </ul>
<b>Protecting the network</b>	<ul style="list-style-type: none"> <li>• the railway is vulnerable to external events arising from the weather and trespass</li> <li>• the team is working with the Weather Action Task Force and British Transport Police to deliver a range of improvements to address these high impact external factors</li> </ul>
<b>Possession planning and visualisation</b>	<ul style="list-style-type: none"> <li>• it is currently not possible to visualise the train plan and possessions in the same system using geographic referencing, which leads to increased risk for those out on the system, and for inefficient planning</li> <li>• the team is supporting regions to improve this process. In addition, we are working closely with routes, regions, and functions to develop and deploy the Axiom network model which links operational data with asset information</li> </ul>

Through the £40m **Performance Innovation Fund (PIF)** for CP6 we have delivered schemes ranging from a local initiative with a youth club to reduce trespass at a station through to the fitment of double variable rate sanders to a fleet of Northern class 323 units which has important implications for safety, as well as performance. Other projects include delivery of 'platform dockers' to help TOCs and Network Rail better manage platform swaps at large stations, making Resonate's 'Scalable Integrated Electronic Control Centre (IECC)' more productive, an advanced fleet depot optimisation modelling for Reading and Norwich, a trial by BTP of drones for line searches without stopping trains and lastly supporting BTP with mental health nurses to reduce the number of 'high frequency presenters' trespassing on the system.

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The past year has seen more stability in timetables following the changes required in 2020/21. Formal timetable changes were progressed in May, September, and December as operators took the opportunity to progressively reintroduce services. The emergence of the Omicron variant in December led to a further round of temporary service reductions planned at short notice, and the implementation of these plans saw a fall in unplanned cancellations, and an associated improvement in the PPM performance measure.

The coming year will see two main timetable changes in May and December, with the highlights being the start of Elizabeth line services across London adding significant capacity to the capital's rail network, and the recast of the Castlefield corridor in Manchester to deliver reliability improvement. The Industry Timetable Change PMO is conducting detailed assessments of all proposed changes to provide assurance that they will deliver a resilient service for passengers and freight users.

## 5.4 Freight and Customer

The Freight and Customer Director owns the Customer and Stakeholder Relationships core business process.

The team works closely with our customers and communities, routes and regions and our external stakeholders to deliver the desired outcomes for our passenger and freight customers. The function is made up of two core teams, the freight and national passenger operators' team and the customer team. We are collaborating and integrating with the GBRTT teams in both Freight and Customer Experience.

**Our strategic aim for *Freight* is:**

**“Deliver growth and provide excellent service through improving safety and performance, and enhancing capacity and capability, at an efficient cost”**

We aim to achieve this by three key themes:

- Delivering a reliable and resilient service
- Enabling sector growth
- A safer and more sustainable railway

For each of the three themes, there are activities to provide the focus, direction and delivery, and the Freight team needs to work collaboratively with all stakeholders, internally and externally, to succeed.

**Our strategic aim for *Customer* is:**

We want to be better for our customers, passengers, freight users and lineside neighbours. To be a dependable partner that puts safety and service at the heart of everything we do.

**Our three key themes for customer experience within System Operator are:**

- Becoming a more accessible and inclusive railway
- Giving passengers better information
- Great stations

For each of the sets of three themes, there are several key activities that help provide the focus, direction, and delivery, that the Freight, National passenger, and Customer team needs to work collaboratively with all stakeholders, internally and externally, to deliver against our plan.

**Freight and National Passenger Operators successes and forward plan:**

- The **Freight Safety Improvement Programme (FSIP)** is delivering an industry-wide safety related portfolio to improve freight safety
- We are enabling the introduction of **Heavier and longer freight services** to increase the efficiency and economic benefit of freight, as well as proactively safeguarding the Heavy Axle Weight capabilities of the network.
- We are prioritising **new infrastructure and flows** to support intermodal growth, including new services from Felixstowe, London Gateway and Southampton and **new terminal development** including Port of Liverpool, Chessington, Newhaven and Small Heath to enable new flows to materialise
- We are **supporting country-wide supply chains** and the HGV crisis by increasing rail

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capacity from key hubs and amending possessions to enable more services to run.

- Our exploration of the **light logistics** market, by enabling express freight on rail, including services into major urban centres can bring quicker deliveries for customers as well as an increased freight market share
- We are fitting charter stock with **Controlled Emission Toilets (CET)**, a project which

aims to remove effluent discharge onto the network

- The **ETCS programme** will see fitment of European Train Control System (ETCS) in-cab signalling equipment to UK freight locomotives to ensure freight is at the forefront of digital railway development

### Customer Experience successes and forward plan:

- We are supporting elements of the **Whole Industry Strategic Plan (WISP)** by developing a compelling overarching accessibility strategy describing the priorities, objectives, and approach for the passenger offer
- We have made the **Accessible Travel Policy (ATP)** available online and in 'Easy Read' and Welsh language versions.
- **National Disability Equality** eLearning training has been launched for all staff
- The next phase of development of the **Passenger Assistance App** has been approved, following a 3-year roadmap and set of priorities which include: Ticketing

Integration, Wheelchair space reservation and 2 hour booking window

- The **Smarter Information Programme** is being delivered under joint leadership with RDG. It responds to the ORR's recommendations and will deliver significant benefits for passengers
- We are working closely with DfT to develop a '**new passenger offer**' so that passengers' journeys are more enjoyable, comfortable, and accessible, that they know how to get information about services and tickets, and it's clear who to turn to for help.
- We have developed and deployed the **Station Toolkit**, a go-to guide for anyone connected with stations

# 6. Appendix

## Appendix A: Deliverables included in CP6 Delivery Plan

Ref	Directorate	Deliverable Title	Deliverable Description	Status Update
NIP1	Network Integration & Policy	<b>New Network Integration Framework and Supporting Capability</b>	People, process framework and systems in the form of a Network Output Integration for Rail (NOIR) tool in support of a network output integration capability in the System Operator.	Deliverables are on track and as planned
NIP2	Network Integration & Policy	<b>Define the Future Configuration of the Network and its Outputs</b>	Developing blueprint that defines the future configuration of the network and its outputs, and the underpinning processes to sustain value-adding support and advice to ELT, Regions, funders and governments.	Deliverables are on track and as planned
NIP3	Network Integration & Policy	<b>Development and Reform of the Framework for Access</b>	Development and reform of the framework for access alongside continued expert policy advice. This deliverable is expected to be completed as planned, but emerging policy guidance and wider reform requirements may lead to small additional resource needs	Supporting GBRTT & DfT in their work, expectation of further active input required over next 6-12 months.
NIP4	Network Integration & Policy	<b>Continued Expert Analysis and Advice on Station Passenger Use</b>	The regional leads within the team (Band 3Cs) provide expert advice and analysis to the Regions relating to station capacity issues and priorities and the workstream leads (Band 2Bs) provide expert advice and analysis on their workstream (i.e. long-term planning, accessibility, crowd management, data insights and interchange analysis)	Deliverables are on track and as planned
NIP5	Network Integration & Policy	<b>Train Service Specifications and contracts</b>	Expert advice to and support for Regions on train service specifications and contracts. This deliverable is expected to be completed as planned, subject to the dynamic programme for delivery of National Rail Contracts and future Passenger Service Contracts	Deliverables are on track and as planned
NIP6	Network Integration & Policy	<b>A programme of Train Service Specification Improvements</b>	Policy advice and leadership of a programme of Train Service Specification Improvements. This deliverable is expected to be completed as planned, subject to the dynamic programme for delivery of National Rail Contracts and future Passenger Service Contracts	Deliverables are on track and as planned
NIP7	Network Integration & Policy	<b>Network Integration Advice in Support of Enhancement Portfolio Management</b>	Informing aligned funding decisions and providing network integration advice in support of enhancement portfolio management.	Deliverables are on track and as planned
CP1	Capacity Planning	<b>The industry's LTP Timetable Changes</b>	<p>To deliver the industry's LTP Timetable changes on time and to the volume required by customers/funders.</p> <p>Capacity Planning concluded Phase 1 of ITPR programme and in Jan 2022, have launched phase 2 &amp; 3 under the programme heading Better Timetables for Passengers &amp; Freight (BTPF), in order to establish a new timetable planning process that:</p> <ol style="list-style-type: none"> <li>1. Regularises the improved flexibility in timetable change timescales that has been realised throughout the Covid pandemic period.</li> <li>2. Aligns to wider Reform work in anticipation of the move to GBR.</li> </ol> <p>Throughout the period of the Covid pandemic System Operator has successfully led industry delivery of quarterly interventions to the WTT, as well as repeated changes to the baseline when emerging priorities required further change arising from the impact of passenger footfall and TOC</p>	Ongoing & on track

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CP2	Capacity Planning	<b>The industry's STP Timetable Changes</b>	<p>To deliver the industry's STP timetable changes on time and to the volume required by customers/funders including all NR Informed Traveller commitments.</p> <p>Given the industry demand for more frequent change to the WTT baseline it has not been possible to maintain publication of the timetable at the TW12 timescale described in the Network Code and in line with Network Rail's Licence Conditions. The system Operator has continued to collaborate with the industry in earliest possible publication of the timetable, and this is currently being undertaken at TW6. There is an agreed industry plan to achieve TW9 publication by the end of 2022.</p>	Ongoing & on track
CP3	Capacity Planning	<b>The industry's Timetable Data</b>	<p>To deliver the industry's timetable data to downstream systems and NR's own signalling systems on time and with a high level of accuracy.</p> <p>Capacity Planning have continued to publish the timetable to downstream recipients by distribution of the CIF file to the +150 industry parties. This has been undertaken consistently and with completeness.</p>	Ongoing & on track
CP5	Capacity Planning	<b>Quantified improvements to Network Performance</b>	<p>To deliver quantified improvements to network performance through established targets for reduction in TT caused delay incidents.</p> <p>502A delay measures are presently being exceeded.</p> <p>In addition it should be noted that Capacity planning has made significant progress in developing a suite of tools that support timetable performance improvements. Some of these are tools directly used by the planning community in the removal of performance and safety risk, including:</p> <ol style="list-style-type: none"> <li>1. Platform and loop length checking tools to identify trains that are too long for a platform or loop, providing opportunity for planners to remove the errors before publication of the timetable.</li> <li>2. Station working tools that have largely automated the production of station simplifiers at a number of key stations. This has removed a number of risks around platforming and associations, improving the accuracy of the timetable for operational colleagues.</li> </ol> <p>The Performance team has also developed a 'Performance Hub' that provides a range of tools to better understand:</p> <ol style="list-style-type: none"> <li>1. The impact of the timetable on current performance.</li> <li>2. The structure of a timetable with a focus on areas of performance risk such as overtaking moves</li> </ol>	Ongoing & on track
CP6	Capacity Planning	<b>Specific Timetable Technology Improvement Programmes</b>	<p>To deliver specific timetable technology improvement programmes as set out in System Operator's business Plan.</p> <p>The focus since the start of CP6 has been in two areas:</p> <ol style="list-style-type: none"> <li>1. Delivery of tactical improvements in areas of timetable automation around conflict detection and performance analysis tools. <ul style="list-style-type: none"> <li>- to date a number of benefits have been delivered, with a very positive BCR associated with them. The tactical tools delivered to date include Station Working, Loop Length Checker, Platform length checker, Machine Reading of Schema Design, TPS Routes and Timetable Planning Rules non-compliance checking tool</li> </ul> </li> <li>2. Establishing a state of readiness for delivery of the Industry Timetable Technical Strategy (ITTS) in late CP6 and early CP7, with the integration of the specific CP6 programmes of Better Data, ITPS, ITPM and APP. <ul style="list-style-type: none"> <li>- The investment programmes are now well defined, with three Transition States and 15 workstreams being progressed to meet the identified capabilities described in the ITTS.</li> </ul> </li> </ol>	Ongoing & on track

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CP7	Capacity Planning	<b>Advanced Timetabling &amp; Performance Analysis</b>	<p>To deliver planner resource to improve the quality of advanced timetabling &amp; performance analysis and create a clear, network level line of sight from advanced development timetables to the production timetable.</p> <p>As part of the investment in the Capacity Planning capabilities a Future Services Integration team has been created to provide skilled and specialist advanced timetabling resource to support the Regions in planning and managing readiness for large scale timetable change, typically led through the Event Steering Groups. This is now well established and providing valuable services as evidenced on Western, Eastern and WCML ESGs.</p>	Ongoing & on track
AE1	Expert Analysis & Forecasting	<b>Business Case Development for Portfolio of Enhancements with Key Decisions</b>	On Brighton Main Line upgrade as well as other major enhancements in pipeline and support for portfolio level funding decisions. Develop and track portfolio view of value for money. Track, develop and maintain view of interdependencies between.	Ongoing & on track
AE2	Expert Analysis & Forecasting	<b>Whole Industry Strategic Planning and Strategic Studies</b>	Provision of Strategic Advice to Transport Scotland (Edinburgh, Inverness, Scotland freight) through the Scotland Demand Forecasting Group. London Rail strategy – Support portfolio of strategic studies and several ongoing. Continue to lead on industry COVID demand forecasting response. Support Whole Industry Strategic Planning and strategic studies.	Ongoing & on track
AE3	Expert Analysis & Forecasting	<b>Supporting the Regions with Tools, Appraisal Frameworks and Guidance</b>	This includes for network planning for traction decarbonisation, WISP, Restoring Your Railway - providing these with appraisal and business case development advice.	Ongoing & on track
AE4	Expert Analysis & Forecasting	<b>Development Projects</b>	RDIS (Rail Demand information system) uses mobile phone data and the application of Artificial Intelligence to forecast train demand & crowding. Data Sharing strategies with TOCs to share passenger demand information with NR (from ERMA – Emergency Recovery Management Agreements). Support rail reform agenda and rail revenue recovery.	Deliverables are on track and as planned
AE5	Expert Analysis & Forecasting	<b>Supporting Revenue Claims</b>	Providing analysis to support revenue claims disputes.	Deliverables are on track and as planned
PD1	Planning & Delivery	<b>Business Planning / CP6 &amp; CP7</b>	<p>Strategic business planning for CP6&amp;7 with adherence to NR Framework and SO Regulatory obligations. Responsible for the delivery of the rolling forecast deliverables; RF4, RF8, RF11 to enable the business to have a current view of its wellness and capability to inform decisions.</p> <p>To deliver on CP7 planning deliverables incorporating SO and wider industry strategies. Includes various deliverables in planning rounds.</p>	Deliverables are on track and as planned
FNPC1	Freight, National Passenger & Customer	<b>Incorporate a Robust Network-Wide Operational Performance Strategy ('customer offer' / 'build back better')</b>	<p>Delivery is achieved through monitoring, managing and mitigating Freight and National Passenger operator performance through periodic scorecard metrics, stakeholder engagement (both external and internal), joint performance improvement strategies and focused initiatives to drive better performance across the network. There is line of sight through to customer business plans and align to CP6 targets.</p> <p>There is national co-ordination of covid response and insights at NR managed stations and support services to the wider business to promote building back better.</p> <p>Identify and deliver specific opportunities for converting passenger capacity to freight to support additional and sustainable freight growth.</p> <p>Ensure the 'customer offer' is incorporated in to a robust network-wide operational performance strategy to 'build back better' as we recover from the Covid crisis encouraging passengers back to the railway by providing excellent customer experiences</p>	Deliverables are on track and as planned

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FNPC2	Freight, National Passenger & Customer	<b>Lead Relationship Management across Freight, National Passenger and Customers</b>	<p>Dedicated customer relationship leads to promote/ support the customer's strategic objectives, growth strategies, safety objectives, sustainability targets, performance targets, regulatory compliance and commitment and route/regional engagement over CP6 and beyond.</p> <p>Listen, understand and act on our customers' needs and wants by becoming truly insight focused. Maintain strong relationships with Freight and Train Operating stakeholders, industry partners and customers and governing bodies.</p> <p>Lead relationship management across Freight and National Passenger and customers, developing and supporting processes that will support their businesses.</p>	Deliverables are on track and as planned
FNPC3	Freight, National Passenger & Customer	<b>Support Route and Regional Colleagues through a Value-Adding, Service-Led Approach.</b>	<p>Create an inter-regional network that enables colleagues, customers and stakeholders to work effectively and efficiently with each other, Freight, NPCx and Network Rail. This is delivered through programmes such as;</p> <ul style="list-style-type: none"> <li>Smarter Information, Smarter Journeys Programme</li> <li>Freight Safety Improvement Programme(FSIP)</li> <li>Controlled Emissions Toilet Programme (CET)</li> <li>Whole Industry Strategic Planning Programme (WISP)</li> <li>Customer and Stakeholder Relationship GRAI Programme</li> <li>European Train Control System Programme (cab fitment)</li> <li>Customer Service Programme</li> <li>5 Station Priorities Programme</li> <li>Accessibility and Inclusion programme</li> </ul> <p>Continue development and delivery of industry supported strategies:</p> <ul style="list-style-type: none"> <li>Lead and develop sustainable Freight strategy</li> <li>Customer Experience</li> <li>ETCS national strategy (tbc)</li> <li>Managed stations (tbc)</li> </ul>	Ongoing & on track
FNPC4	Freight, National Passenger & Customer	<b>Deliver the integration of Network Services and System Operator and the creation of new operating model and organisation, so that the FNPC has a strong safety, delivery and customer focused culture; is cost efficient; has the right capabilities; has clear accountabilities as part of the wider company operating model.</b>	<p>Implement the new people strategy, which includes robust and ambitious plans for safety, health &amp; wellbeing and diversity &amp; inclusion.</p> <p>Support and drive the social purpose of the railway for the benefit of colleagues and communities through programmes such as 'Routes out of homelessness'.</p> <p>Lead the freight, passenger experience and accessibility input into the Rail Reform and Whole industry Strategic Plan.</p> <p>Be the driver for change to bring rail partners together to deliver whole system solutions to local and stakeholder challenges. Deliver a safe, sustainable, reliable and resistant railway for both freight and passengers users.</p>	Ongoing & on track
NSO1	Network Strategy & Operations	<b>DIMOS - 10-point Fatality Plan</b>	Improved response to trespass and fatalities by Network Rail, Train Operators and British Transport Police	Ongoing & on track
NSO2	Network Strategy & Operations	<b>Network Performance - National Performance Targets</b>	Working with Routes and Regions to identify end CP6 performance figures and targets for CP7	Ongoing & on track
NSO3	Network Strategy & Operations	<b>Network Performance - New Performance Metrics</b>	Developing metrics for system utilisation (Time Signal at Red)	Ongoing & on track

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NSO4	Network Strategy & Operations	<b>DIMOS - Weather Management</b>	Support on implementing Weather Action Task Force recommendations, and in implementing improved control capability with weather management	Ongoing & on track
NSO5	Network Strategy & Operations	<b>Network Performance - Axiom Network Model</b>	Producing a network model that can be used by operations and engineers using a common GIS reference	Likely to be high demand from routes and regions to progress this more widely in the coming months
NSO6	Network Strategy & Operations	<b>Head of Operations Principles &amp; Standards - Improved Operational Competence</b>	Support to 21st Century Operations team specifying required outcomes from competency management	Deliverables are on track and as planned
NSO7	Network Strategy & Operations	<b>Head of Operations Principles &amp; Standards - GRAI deliverables</b>	Core process for possessions and operations. This includes improvement activities in: - taking faster possessions - improving safety critical comms	Deliverables are on track and as planned
NSO8	Network Strategy & Operations	<b>Dir, NS&amp;O - Chair, Train Service Delivery National Strategy Committee</b>	Supporting NSC on TSD. This will include supporting the four tactical working groups under it.	Deliverables are on track and as planned
ITA1	Industry Timetable Assurance PMO	<b>Risk and Assurance Framework for Timetable Change</b>	Own and direct the robust and collaborative industry-wide risk and assurance framework for timetable change	Deliverables are on track and as planned
ITA2	Industry Timetable Assurance PMO	<b>Industry-wide, independent assurance assessments for timetable changes</b>	Deliver industry-wide, independent assurance assessments for timetable changes including 'deep dive' activities into operator readiness, to maximise the ability of the industry to deliver effectively against their agreed obligations	Deliverables are on track and as planned
SP1	Strategy & Planning (Integrated Rail Plan)	<b>Production of Integrated Rail Plan</b>	The Integrated Rail Plan (IRP) is providing leadership of the next steps studies from the IRP and Union Connectivity Review and provide sponsorship and development to define what is to be developed for corridors and hub. S&P(IRP) will articulate government's strategy for the transformation of rail services across the North and the Midlands through HS2 Phase 2b, Northern Powerhouse Rail and Midlands Engine Rail. The system operator is supporting both the DfT and National Infrastructure Commission in developing these proposals through the NPR and HS2 Phase 2b teams.	The Integrated Rail Plan was published by government in November 2021. S&P(IRP) is now moving to implement the Integrated Rail Plan.
PD6	Planning & Delivery	<b>ITTS Programme</b>	The Industry Timetable Strategy programme	Transition State 1 (the first tranche of deployment) is on track to build the core foundations of technology and prove aspects of the end-state solution in the NW&C region, including conflict detection and an enhanced change request process. Deployment is on track to commence in the summer of 2022.
PD2	Planning & Delivery	<b>Business Reporting</b>	All business reporting activities including scorecards production, key SO meeting organisation & preparation	All activity associated with development of the System

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				Operator Tier 1 scorecard is progressing and on track. Also, all associated activity with development and assistance of key System Operator meetings is on track.
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## Appendix B: New and Emerging Deliverables

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Ref	Directorate	Deliverable Title	Deliverable Description	Status Update Description/Comments
SPN1	Strategy & Planning (Network Level)	<b>Better Value Railway</b>	<p>Working as a tri-partite team with DfT and ORR we developed the framework and launched Better Value Rail website and toolkit in September 21. BVR is framework and toolkit for project promoters to consistently diagnose of transport challenges generating improved transport project objectives/solutions, capable of being delivered at reduced timescales and cost.</p> <p>This will continue to work with project promoters, central government, local authorities and wider transport planning community to develop the framework and toolkit. We will also utilise BVR to promote best practice across strategic planning, sponsorship and project management professions within NR, DfT and ORR and as a link to addressing mutual challenges faced by other government arm's length bodies</p>	Deliverables are on track and as planned
SPN2	Strategy & Planning (Network Level)	<b>Restoring Your Railway</b>	Working as part of a joint NR/DfT programme team and in partnership with NR regions, train operators, and project promoters to assess, develop and prioritise the business cases for new stations and reinstatement of closed and freight routes to passenger use, enabling the CP6 RYR fund to be fully allocated. For all committed RYR projects we will provide portfolio wide communication to government and externally plus programme management to assist regional/TOC delivery, facilitating industry adoption of 'Project Speed' principals, share best practice, drive efficiencies via challenge of scope and timescales, manage portfolio wide risk and opportunity across the RYR portfolio to maximise passenger and taxpayer value by the end of CP6.	Deliverables are on track and as planned
SPN3	Strategy & Planning (Network Level)	<b>London Rail Freight Strategy - Land Review</b>	This strategy will carry out a comprehensive review of railway-adjacent land across the London area, with a view to the identification and safeguarding of any remaining sites with potential to be of value for future freight use. This exercise will be carried out in collaboration with stakeholders engaged through the development of the LRFS, including colleagues at the Greater London Authority (GLA). Building on positive initial engagement between the GLA and NR through this study, both organisations will continue to collaborate on strategic matters relating to rail freight in the London area.	Deliverables are on track and as planned
SPN5	Strategy & Planning (Network Level)	<b>Freight Pathways</b>	This work will be led by the Network Strategy team and, in collaboration with industry, identify the freight pathways that are supported by specific elements of electrification of the network, thus enabling carbon savings from the rail freight sector to be realised as quickly and efficiently as possible.	Deliverables are on track and as planned
SPN6	Strategy & Planning (Network Level)	<b>Strategic Planning Profession</b>	Over the coming year we will embed the strategic planning profession and framework across System Operator and the regions. A competency framework will be supported by training opportunities to support the strategic planning community. The governance of strategic planning delivery will also be established via regional Network Integration Fora. These will allow dissemination of best practice, network wide understanding of the portfolio of strategic planning activity and allow us to demonstrate to our stakeholders and the ORR that the Long-Term Planning license condition is being discharged effectively.	Deliverables are on track and as planned
SPN7	Strategy & Planning (Network Level)	<b>Further Network Strategy Deliverables</b>	<p>Future strategic study deliverables could include;</p> <p>Power - how is demand for power accommodated in the long term at a network level</p> <p>A strategic view of the cross country network</p>	Deliverables are on track and as planned

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SPN8	Strategy & Planning (Network Level)	<b>Freight Strategy (WISP)</b>	The WISP seeks to support and inform decisions made by the SoS and other funders of the railway, including providing a longer-term context for decisions in relation to funding and outputs for the whole railway post-CP6. This is a collaborative rail freight industry strategy undertaken by the Network strategy on behalf of the industry. It is a strategy that looks across the breadth of rail freight, both public and private funded to develop a long-term vision and strategy. The freight strategy is the freight input into the WISP.	Deliverables are on track and as planned
SPN9	Strategy & Planning (Network Level)	<b>London Rail Freight Strategy - Target 26</b>	The purpose of this workstream is to enable train lengthening to 20-26 wagons in the construction sector serving London, increasing the consistency with which trains meet the industry's established optimal standards and thereby supporting improved volumes and efficiency.	Deliverables are on track and as planned
SPN10	Strategy & Planning (Network Level)	<b>Short Term Decarbonisation</b>	This workstream is being done in collaboration with GBRTT, looking at options to where rail can help reduce overall transport emissions over the next 3-7 years. The initial aim is to complete a sprint exercise of which options for reducing carbon emissions are worth further detailed study. The second aim is to undertake the priority areas for further detailed study.	Deliverables are on track
SPN11	Strategy & Planning (Network Level)	<b>Freight Growth Target</b>	GBRTT has commissioned SO strategic planning to undertake this study working collaboratively with the GBRTT and the rail freight sector. This includes undertaking a consultation before developing options on what a freight growth target could look like.	Deliverables are on track
SPN12	Strategy & Planning (Network Level)	<b>National Highways Partnership</b>	As committed in our MOU this will meet NH on a regular basis and facilitate cross-organisational day to day working to deliver the following workstreams; (1) Sharing of processes and thematic scenarios / assumptions underpinning our respective network wide strategic planning e.g. carbon reduction, impact on spatial planning, safety, congestion, first and last mile. (2) Identify opportunities and undertake joint corridor studies where clear alignment of strategic issues requiring investigation. Agree joint studies. (3) Identify areas where we can share mutually important data and intelligence resulting in efficiency re data analysis, sourcing, storage and sharing.	Deliverables are on track and as planned
NIP8	Network Integration & Policy	<b>National Rail Model of Passenger Flows Assigned to Train Timetables</b>	A network flow baseline (pre-covid) of Nov 2019 as a benchmark with critical KPI reported such as: crowding in stations, on trains, spare capacity availability at stations and on trains, passenger journey routing, journey times with peak and off-peak travel. A log of this running baseline recorded for every week for reporting purposes to assess overall performance of the railway and its impact on passenger journey, travel choices and displacement if any. Combine various footfall data sources, timetabling inputs into an open/quarriable resource that provides transparency and open access in the business across various analytical functions. Ability to assess future horizon years 2030, 2040, 2050 in relation to committed and aspirational schemes to report best value for GBR and tax payer (include passenger and freight service use-cases). This approach is novel and a game changer in terms of integrating the analysis functions across in the industry once fully developed and deployed.	Deliverables are on track and as planned
NIP9	Network Integration & Policy	<b>Modernising Station Capacity Analysis</b>	Rolled out a new analytical software package and methodology within P&SA team. This enables us to run analysis at speed and assess various 'what-if' scenarios that previously we would have not been able to resource. These individual station models are linked to the whole national rail demand model (above) to take timetable and demand data from which brings efficiencies in data handling and production of models. This, in summary, reduces the amount of time that is needed to build models and maximise the time we can spend on analysing and assessing real life tests for station assets - that is where we add most value.	Deliverables are on track and as planned
NIP11	Network Integration & Policy	<b>Station Capacity Prioritisation</b>	Produce and update Network Rail's Station Capacity Priority List. This is a record of any passenger crowding issues on the network which need to be addressed as either a safety, performance or passenger experience issue. This piece of work feeds into both CP7 Business Plans and the Whole Industry Strategic Plan (WISP)	Deliverables are on track and as planned

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NIP12	Network Integration & Policy	<b>Station Accessibility Prioritisation</b>	Produce a piece of methodology similar to the Station Capacity Priority List but for station accessibility. This is a way of looking network wide of where our priorities for investment in stations for accessibility lie. This will be used for the WISP but also to support Access for All bid submissions.	Deliverables are on track and as planned
NIP12	Network Integration & Policy	<b>Station Planning Dashboard</b>	An easily accessible source of key station information for development managers, strategic planners and sponsors. Open access across Network Rail. This already contains information such as the Passenger and Station Analysis Team's station priority list, our station safety baseline work and important station contextual information that is used to help plan station developments and in Disability Impact Assessments (DIAs). Future plans for this dashboard include adding in the work our team is doing on accessibility prioritisation and station facilities.	Deliverables are on track and as planned
NIP13	Network Integration & Policy	<b>Station Interchange Analysis</b>	An industry framework to measure and contextualise current performance across the spectrum of station scenarios, enabling an improved station classification and categorisation process. Embedding Station Travel Planning as a mechanism for collecting local station-related data, engaging with local communities, and delivering sustainable transport and master planning benefits to passengers and staff. Providing in-house transport planning capability for early-stage and cost-effective technical support to Regions for master planning projects reducing industry reliance on external consultancy.	Deliverables are on track and as planned
NIP14	Network Integration & Policy	<b>Station Footfall Insights</b>	Publish, maintain and develop the station footfall application, used across (and beyond) the industry by many thousands of end-users. Support business functions across NR with station usage and recovery data. Continue to test crowd monitoring technologies (Euston, London Bridge) and incorporate insights into suite of station insights already available to the industry. Publish research into passenger usage and behavioural changes resulting from the pandemic and resultant changes to station usage.	Deliverables are on track and as planned
PD5	Planning & Delivery	<b>Transformation Programmes</b>	The leadership and management of all transformation programmes within SO	Ongoing & on track
PD7	Planning & Delivery	<b>Better Data for Better Operations Programme</b>	The establishment and progressive delivery of an operational digital twin / data programme to move whole industry planning and operations away from 'rules', to the use of advanced analytics, optimisation algorithms, and modern machine learning approaches so that; performance improves, the network is well utilised, and passengers enjoy travelling.  The vision is to create a 'single view of truth' of the system, where all data can be accessed and viewed throughout the Plan-Operate-Analyse lifecycle. The digital twin is about using an ecosystem of technologies that work and connect.  In CP6 the programme will produce; in a swift, pragmatic and efficient manner, the full business case(Green Book Methodology)  1) The target date for completion of the Strategic Outline Business Case (SOBC) is April 2022. 2) The target date for completion of the Outline Business Case (OBC) is December 2022 3) When there is a clear picture of the likely CP7 determination, the conclusions of the OBC will be revisited and updated to produce the Full Business Case (FBC) with a target date for completion of April 2023.	Ongoing & on track  Strategic case has been produced and issued in January 2022, SOBC production is being initiated for completion in April 2022.
PD16	Planning & Delivery	<b>Headcount Panel</b>	Facilitating & supporting the effective governance of the SO headcount movement	Ongoing & on track
PD17	Planning & Delivery	<b>System Operator meeting Governance</b>	Providing a System Operator meeting governance guide to understand how key decisions are made across the System Operator	Development of the System Operator Decision Making mapping is progressing and on track to completion.

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PD18	Planning & Delivery	<b>System Operator Improvement Portfolio</b>	Building a portfolio of all key improvement activities/initiatives that exist across the System Operator	Work continues to be ongoing and on track by the end of this financial year.
PD3	Planning & Delivery	<b>GRAI</b>	Embedding GRAI framework into SO which includes awareness, knowledge, coordination, implementation, and controls. As part of the Putting Passengers First programme, Network Rail has deployed a robust business process framework through GRAI (Governance, Risk, Assurance, Improvement). The GRAI framework supports Network Rail's deeper devolution agenda and keeps us on track, helping us manage our work effectively, learn as a business, improve safety and become a more efficient and dependable partner.	Deliverable is on track and ongoing support of this work stream is being provided to System Operator.
PD4	Planning & Delivery	<b>Risk &amp; Assurance</b>	Providing guidance and support to SO	Deliverable is on track and ongoing support of this work stream is being provided to System Operator.
PD8	Planning & Delivery	<b>Weather Risk Taskforce</b>	In 2021 we established the Weather Risk Taskforce and established a national, integrated plan to deliver projects arising from the recommendations made by Dame Julia Slingo and Lord Robert Mair. As well as coordinating the industry response to the Carmont tragedy System Operator is delivering national operational change. In 2022 we will build on our discovery and early delivery work – forming the rail 'weather academy' to build competence and confidence across the industry when making decisions before, and during, extreme weather. We will develop the first iteration of a new digital weather service that will turn cutting edge weather data into better information for rail operations and engineering colleagues. Working closely with Dame Julia we will conclude our scientific research into the relationship between weather and asset failure and use the findings to change our operational and asset management processes and procedures.	On track with all key deliverables. Delivery of the new digital weather platform is complex – both technically and in terms of implementing without disrupting normal operations. To reduce the risk (and deliver more benefits sooner) we are making incremental change – including introducing smaller scale tools and changes that will 'plug gaps' in our existing methods and mitigate the change risk for new applications.
PD9	Planning & Delivery	<b>Northern Powerhouse</b>	Northern Powerhouse	With the publication of the Integrated Rail Plan, we will not be undertaking anything beyond the Grip 2 study, which will be successfully closed off on the 12 Feb.
PD10	Planning & Delivery	<b>Business Change Advisory Services and Delivery</b>	Business Change leadership and advisory services across NR and design and delivery of tailored change approaches (for assigned projects and programmes) to enable sustained change and benefit realisation management advisory service	Business change has enabled the successful implementation of a number of technology projects and new ways of working for route operations team in CP6, through increased and sustained adoption and mitigating change resistance. This has supported the achievement of strategic objectives and resulted in the realisation of performance benefits for passenger and freight users. Case studies available on request.
PD11	Planning & Delivery	<b>Health Safety &amp; Sustainability</b>	Health, safety and sustainability	Ongoing support of this work stream is being provided to System Operator.
PD13	Planning & Delivery	<b>Smarter Information Programme</b>	An independent review has been carried out across Route and Regional stakeholders, the recommendations have been shared and work is underway to address the recommendations and actions in collaboration with Route and Regional stakeholders	Ongoing & on track

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PD14	Planning & Delivery	<b>Customer Advocacy Survey</b>	New supplier has been chosen and plan of activity is in development with timescales. Once this is created we will communicate with our stakeholders to update them on next steps and when the next pulse survey will take place. Working with all the teams across SO to update the customer and stakeholder lists to ensure the information is correct and functions transferred from Network Services are included	Customer Advocacy Pulse Survey currently underway and on track as planned. System Operator Leadership and their teams have completed the review and update process of the Customer Lists across the function.
PD15	Planning & Delivery	<b>SO Stakeholder Engagement</b>	Improvement plan in development following the recommendations from the Customer Advocacy Survey and the feedback from the SO ORR Stakeholder Engagement Self- Assessment	Ongoing & on track  Action plan created and progress will be updated as part of the feedback received through the Customer Advocacy pulse survey and results will be shared alongside actioned improvements and a timeline for next steps. This is will also be incorporated in the ORR self-assessment for System Operator
PD12	Planning & Delivery	<b>Business Continuity</b>	Embedding business continuity and recovery plans across SO  The development of a Business continuity (BC) framework across to the System Operator, enabling Network Rail to deliver its Strategic BC requirement. Part Business Impact Assessment and BC Plan has been developed thus far. Project plan includes a series of tasks to enable the capability to be reinforced within SO. Requirement, as part of the framework, to develop established incident management framework across the SO, with key personnel and accountabilities identified. Framework to be supported by awareness briefings and training products, implementation of Fusion BC software to bring the directorate in line with the rest of the company, and establishment of BC leads within the directorate to work with the Central BC Team and the Resilience and Continuity working Group.	Ongoing support of this work stream is being provided to System Operator.

## Appendix C: Freight Long Term Scorecard

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Freight, National Passenger & Customers (FNPC)		CP6				
RF11 Long Term Scorecard		Yr1 Actuals	Yr2 Actuals	Yr3 Forecast	Yr4 Forecast	Yr5 Forecast
ON THE SIDE OF PASSENGERS AND FREIGHT USERS		19/20	20/21	21/22	22/23	23/24
Freight Delivery Measure – Network-wide (inc. Scotland)	Current Forecast	94.00%	94.00%	93.60%	93.80%	93.80%
	Last Year's Plan	94.00%	94.00%	95.20%	94.00%	94.00%
Freight Delivery Measure – Scotland	Current Forecast	94.50%	94.50%	94.50%	93.80%	93.80%
	Last Year's Plan	94.50%	94.50%	94.50%	94.50%	94.50%
Freight Cancellations	Current Forecast	N/A	1.18	1.50	1.17	TBC
	Last Year's Plan	N/A	1.18	1.01	TBC	TBC
FOC on TOC delay	Current Forecast	1.17	1.16	0.90	1.15	1.15
	Last Year's Plan	1.17	1.16	0.62	1.15	1.15
Freight asset reliability	Current Forecast	0.90%	1.50%	-6.20%	0.50%	1.20%
	Last Year's Plan	0.90%	1.50%	0.00%	TBC	TBC
CrossCountry Cancellations	Current Forecast	N/A	N/A	N/A	TBC	TBC
	Last Year's Plan	N/A	N/A	N/A	TBC	TBC
CrossCountry T15	Current Forecast	N/A	N/A	N/A	TBC	TBC
	Last Year's Plan	N/A	N/A	N/A	TBC	TBC
CrossCountry T3	Current Forecast	N/A	N/A	N/A	TBC	TBC
	Last Year's Plan	N/A	N/A	N/A	TBC	TBC
Caledonian Sleeper – Right Time	Current Forecast	80%	80%	N/A	80%	80%
	Last Year's Plan	80%	80%	N/A	80%	80%
Charters' Performance	Current Forecast	N/A	N/A	N/A	88%	TBC
	Last Year's Plan	N/A	N/A	N/A	N/A	N/A
Freight service plan reviews- delivery against agreed milestones	Current Forecast	90%	90%	90%	N/A	N/A
	Last Year's Plan	90%	90%	90%	N/A	N/A
CrossCountry roll up scorecard	Current Forecast	N/A	N/A	66%	N/A	N/A
	Last Year's Plan	N/A	N/A	70%	N/A	N/A
Caledonian Sleeper roll up scorecard	Current Forecast	N/A	N/A	51%	N/A	N/A
	Last Year's Plan	N/A	N/A	80%	N/A	N/A
Strategic capacity - Freight	Current Forecast	10%	10%	0%	N/A	N/A
	Last Year's Plan	10%	10%	10%	N/A	N/A
Average speed improvement on baseline (Freight, Scotland)	Current Forecast	1.8%	3.0%	6.0%	N/A	N/A
	Last Year's Plan	1.8%	3.0%	6.0%	N/A	N/A
Charter planning compliance	Current Forecast	50%	50%	50%	N/A	N/A
	Last Year's Plan	50%	50%	50%	N/A	N/A
EASY TO ENGAGE WITH, EFFICIENT AND DEPENDABLE PARTNER		19/20	20/21	21/22	22/23	23/24
Customer satisfaction (FOCs & TOCs)	Current Forecast	N/A	N/A	N/A	77%	TBC
	Last Year's Plan	N/A	N/A	N/A	N/A	N/A
Customer satisfaction (freight end-users)	Current Forecast	74%	75%	76%	77%	78%
	Last Year's Plan	74%	75%	76%	77%	78%
Charter's balanced scorecard roll-up (inc. Charters' performance)	Current Forecast	N/A	N/A	N/A	60.0%	TBC
	Last Year's Plan	N/A	N/A	N/A	N/A	N/A
Managed stations satisfaction	Current Forecast	N/A	N/A	7.74	TBC	TBC
	Last Year's Plan	N/A	N/A	7.74	TBC	TBC
Real time customer sentiment managed stations	Current Forecast	N/A	N/A	52%	54%	TBC
	Last Year's Plan	N/A	N/A	52%	N/A	N/A
PROUD TO WORK FOR NETWORK RAIL		19/20	20/21	21/22	22/23	23/24
Freight derailments (Network Rail cause)	Current Forecast	9	8	7	6	5
	Last Year's Plan	9	8	7	6	5
Operator lost time incidents (on network)	Current Forecast	11	10	5	5	5
	Last Year's Plan	11	10	5	8	7
Passenger accidents at managed stations	Current Forecast	N/A	N/A	N/A	TBC	TBC
	Last Year's Plan	N/A	N/A	N/A	TBC	TBC
Work related absence	Current Forecast	20	20	5	20	20
	Last Year's Plan	20	20	20	20	20
Your Voice Action Plans - delivery against agreed milestones	Current Forecast	90%	90%	90%	90%	90%
	Last Year's Plan	90%	90%	90%	90%	90%
Financial Performance Measure	Current Forecast	0%	0%	5%	0%	0%
	Last Year's Plan	0%	0%	0%	0%	0%
INSTINCTIVE INDUSTRY LEADER		19/20	20/21	21/22	22/23	23/24
Freight net tonne miles moved	Current Forecast	10.40	10.60	10.92	11.30	12.60
	Last Year's Plan	10.40	10.60	10.88	11.90	13.10
Scottish freight growth on baseline	Current Forecast	1.50%	3.00%	4.50%	6.00%	7.50%
	Last Year's Plan	1.50%	3.00%	5.00%	6.00%	7.50%
Improving average speed of freight - delivery against agreed milestones	Current Forecast	90%	90%	30%	90%	90%
	Last Year's Plan	90%	90%	80%	90%	90%

# Contact us

## 2022 Delivery Plan Update System Operator

Network Rail owns, operates and develops the railway infrastructure in Britain and manages 20 of the largest stations. Other stations are managed by Train Operating Companies, which sell tickets to passengers and operate passenger services. Freight Operating Companies operate freight services.

To contact us about a safety concern, general queries or to make a complaint about one of our managed stations, please visit our website or call our 24 hour national helpline: 03457 11 41 41. Our website provides guidance on activating Type Talk facilities and live chat.

More information about Network Rail is available on [www.networkrail.co.uk](http://www.networkrail.co.uk)

We also publish information on the transparency page of our website and we are subject to the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.

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