



System Operator

Event Steering Group Framework March 2025

Version 2.3

Advanced Timetable Team

Together, we're delivering a simpler, better, greener railway.

20/03/2025

V2.3

Simpler.
Better.
Greener.

On the side of passengers and freight users



Abbreviations	
Acronym	Meaning
ATT	Advanced Timetable Team
SO	System Operator
DfT	Department for Transport
TfW	Transport for Wales
TS	Transport Scotland
TOC	Train Operating Company
FOC	Freight Operating Company
EAS	Engineering Access Statement
ESG	Event Steering Group
DARCI	Decision Maker, Accountable, Responsible, Consulted, Informed
PIF	Program Information File
RAID	Risks, Assumptions, Issues, and Dependencies
SME	Subject Matter Expert
TPR	Timetable Planning Rule
P&ST	Performance and Simulation Team
PM	Project Manager
PMO	Project Management Office



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Part A: Introduction

The Event Steering Group (ESG) framework facilitates a common approach to successfully implement significant timetable changes through collaborative working. Event Steering Groups are required by Part D.7.2 of the Network Code; the purpose of this framework is to provide structured guidance on how ESGs shall be designed and run.

Feedback or comments on this Framework should be titled 'ESG Framework Feedback' and emailed to Advancedtimetableteam@networkrail.co.uk

The framework describes an approach that relies on having the right information at the right time and is based on the Programme Delivery Lifecycle approach to programme management. Key decision points are agreed, and decision makers prepared. This will support the objectives of the ESG to be fully met, choices that have been made be fully understood and the benefits from the change realised in the timetable. It is essential that all assumptions included within the ESG have a high level of maturity e.g., infrastructure changes have been studied and all relevant information has been shared and understood by all impacted parties prior to the ESG. Any assumptions not sufficiently mature will impact deliverability of the ESG as additional time will be required to understand, discuss, and agree details.

Event Steering Groups shall consider each Event in the context of railway outputs, service change and performance which are delivered through the integration of timetable, rolling stock, infrastructure, contractual agreements, and operations. All Event outputs should consider and prioritise the demands of the end user; passenger and freight customer needs should be at the heart of the outcomes.

Essential to a successful Event is preparation - understanding the impacts and effects of constituent parts that go into an Event outcome before the need to create the timetable outcomes. Detailed understanding of the timetable impacts and influences of the current service patterns are a critical success factor to the Event outcomes.



Part B: ESG Framework

B.01 Events and Event Steering Groups

An **Event** is a significant change to a future **Working Timetable as defined by the Network Code**.

All identified Events occurring in the next four years are included in the Calendar of Events which is published four times a year.

In relation to each Event in the Calendar of Events, Network Rail has an obligation under the Network Code part D 7.2 to set up an Event Steering Group. This comprises of representatives from Network Rail, relevant funders, trade groups and any timetable participants that are likely to be affected by the Event and have agreed to be part of the Event Steering Group.

The objective of the Event Steering Group, as defined in the Network Code, is to:

- a. agree a project plan to achieve a smooth transition for the necessary timetable changes, arising from the Event, through Condition D2 by way of timely industry input into the process (“the Project”).
- b. oversee and facilitate delivery of the Project.
- c. carry out appropriate consultation with Transport Focus, London Travel Watch, Rail Freight Group, Logistics UK, and other infrastructure managers during the Project.

The framework covers the timeframe starting from the addition of an Event to the Calendar of Events through to D-55 for the identified timetable. By D-55 the outputs of the ESG shall be transitioned to the Network Rail Capacity Planning Production team, the affected timetable participants, and briefed to all interested parties. It is essential that all timetable development work is completed in sufficient time to be understood as part of the TCrag process to enable transition to Capacity Plannings Timetable Production department. Focusing on delivering a complete picture at or before D-55 without overlapping development of the timetable and performance understanding.¹

¹ As per Network Code Part D, a Timetable Change Date shall be designated by the letter “D”. The sequence of events culminating in the adoption of a revised Working Timetable is designated by a series of milestone dates and steps, all of which refer to a week in the period prior to date “D”. Each week commences at 02.00 on a Sunday and expires at 01.59 on the following Sunday. So for example “D minus26” (or D-26) refers to the 26th week prior to date “D”.



D-168 to D-64 Timescales should be sufficient to deliver the expected size of the ESG Outcomes

D-64

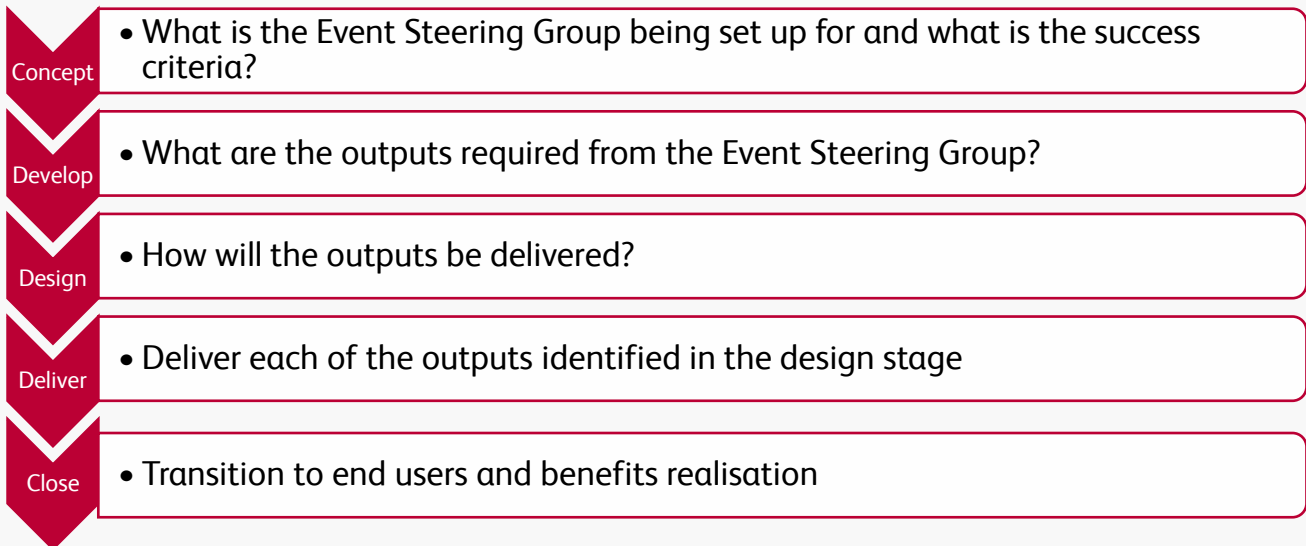
D-55
ANTC

D-48 Confirm
Latest Freight
data

ESG	Collaboratively agree outcomes, outputs and assumptions	Regular Steering Group Meetings												
		Agree Critical Milestones to be met	ESG members to provide SMEs to collaborate in development of outcomes and outputs											
ATT		Provide guidance to the ESG in line with the ESG framework											Utilise ESG to production transition process	
		Support ESG with analysis evidence and timetable development												
		Monitor and report progress of the ESG to all necessary parties												
P&ST		Provide performance data and analysis as identified by the ESG												
TPRs & EAS		Support the ESG by identifying any TPR or EAS impact and mitigating any risk												
Production		Increasing participation and collaboration as the outputs are developed												
Route		Set Up and Chair ESG meetings	ESG	ESG	ESG	ESG	ESG	ESG	ESG	ESG	ESG	ESG	ESG	Lessons learned
		Provide ESG with SME support as required												



Each ESG will go through a lifecycle comprising of the stages identified below:

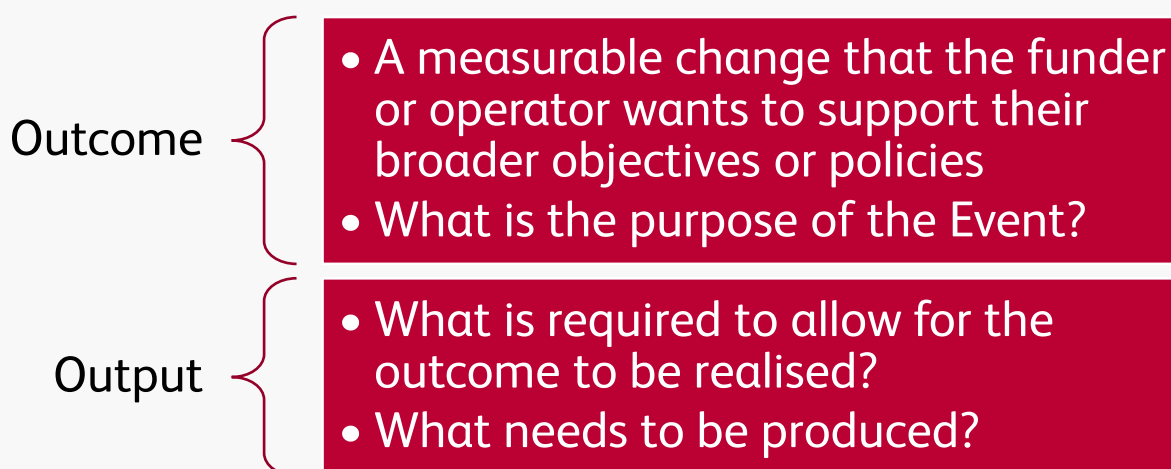


Details, Outcomes, Success Criteria and Governance alongside DARCI charts for each stage can be found in Part F: Appendices.



B.02 Outcomes and Outputs

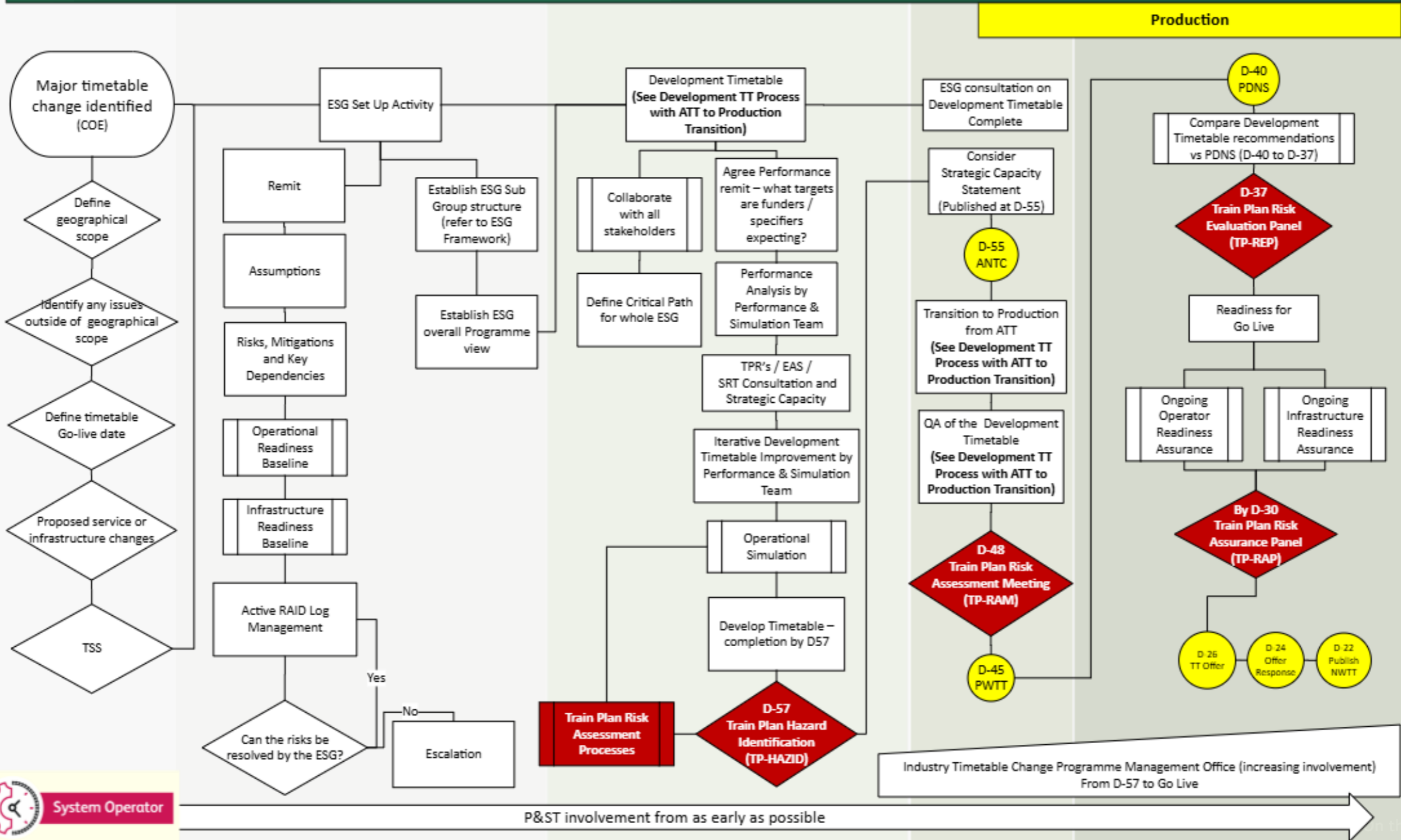
A distinction throughout the framework is made between the outcomes of the Event and the outputs from the ESG. The outcome is the change which the Event will bring about e.g., an increased service frequency leading to shorter generalised journey times. The output is the product(s) from the ESG which will support this e.g., a Development Timetable.



It is important for ESG members to identify emerging capacity requirements early enough for them to be considered in ESG development Timetable outputs. Compatibility with the DTT structure is one of the Decision Criteria in Part D of the Network Code which can be used to decide between services with equal priority for inclusion in the timetable where unresolved conflicts emerge. Additionally, Network Rail can consider DTT outputs when deciding whether to support access proposals. This is to make sure capacity allocation decisions take account of known industry future planning.

ESG Framework Part D Concept Stage	ESG Framework Part E Develop Stage	ESG Framework Part F Design Stage	ESG Framework Part G Deliver Stage	ESG Framework Part H Close Stage
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Event Steering Group (ESG) Process



ESG Members, Roles and Responsibilities

B.03 ESG Member's

Dependant on the ESGs geographic area the membership of the ESG should be made up from –

- Department for Transport
- Transport Scotland
- Transport for Wales
- Transport Focus
- London Travel Watch
- Logistics UK
- Train Operating Companies
- Freight Operating Companies
- Funders
- PMO

Members from Network Rail departments should be made up from –

- Relevant Route leadership Team
- Capacity Planning Production team
- Timetable Planning Rules Specialist(s) at relevant points in the project..
- Advanced Timetable Team
- Performance and Simulation Team
- Economic Analysis
- Route Performance Team
- TCRAAG Chair
- Engineering Access
- Level Crossing Teams
- Network Services
- Strategic Capacity
- Freight Team (SO or Route Freight Manager)

Any stakeholder not specified above can be invited to participate in the ESG if appropriate to the Event of the geographic area.

B.04 ESG Roles and Responsibilities

ESGs comprise of cross-industry members who work collaboratively towards a common goal. The roles identified within this framework can be undertaken by any ESG member where appropriate. This includes Network Rail, Operators, consultants, and Department for Transport (DfT)/ Transport Scotland (TS) / Transport for Wales (TfW).

All ESG members will participate in discussions in relation to any identified trade-offs between options or solutions. Where possible the ESG meeting will agree via majority which option/solution to develop when trade-offs occur. Any trade-offs that cannot be agreed will for the purposes of the ESG be decided by the ESG Chair. All information on trade-offs agreed upon or not should be captured and communicated as part of the ESG transition to Timetable Production process F.06.

All members of the Event Steering Group shall participate in and contribute to the Event Steering Group so that it achieves its objectives.

Members of the PMO should be invited for information and awareness to help facilitate any decisions needed when the outputs are being proposed as part of the timetable process.

B.05 The responsibilities of the ESG Chair

The Chair is tasked with making sure all the ESG Outcomes and Outputs are identified as part of the Concept and Development stages of the ESG. The role will then go on to oversee specified subgroups as they develop the Outcomes in line with the agreed timeline and quality by encouraging relevant participation from ESG members.

Activities include but not limited to –

- Agreeing the remit of any development work
- Agreeing the ESG Terms of Reference
- Ensuring a risk log is set up and maintained
- Setting up of Subgroups, examples include – Performance, TPRs and Timetable Development and Freight
- Agreeing all Output deliverables
- Acting as Decision Maker for identified tasks when ESG members cannot agree
- Raise actions with relevant Decision Maker as per DARCI tables in this framework
- Industry readiness activities
- Verify endorsement from all stakeholders at each stage of the ESG
- Appropriate Lessons learned are captured and communicated

B.06 The responsibilities of the Advanced Timetable Team

Advanced Timetable Team will provide Project Management and Subject Matter Experts for the development of the timetable utilising resources from within ATT and Operators.

Development of the timetable will require clear collaboration with all ESG members and regular communication on progress and timely raising of any decision points or issues for resolution.

Responsibilities include but are not limited to-

- Identification and obtainment of required information/data, raising to ESG Chair any requests for support in doing so
- Collaboration and coordination with ESG members to create a development timetable that can be adopted by Operators and Capacity Planning Production department with minimal amendment and with high confidence in quality of the output
- Oversight of the construction and/or quality assurance of development timetables (SX, SO, Su)
- Produce standard hour PIFs
- Support the Chair during each stage in verifying stakeholder endorsement
- Support transition of the development timetable to Capacity Planning Production
- Facilitate timely collaborative discussions to deliver the development timetable

B.07 The responsibilities of Capacity Planning Production

Capacity Planning Production will provide subject matter experts in the development of the timetable highlighting what is needed within the construction of the timetable to deliver quality outputs in line with the ESG outcomes.

Responsibilities include but are not limited to-

- SME views on ESG assumptions
- SME views on viability of Outcomes
- Identification of Quality of Outputs
- SME advice on any/all timelines or next steps
- TPR and EAS consultation
- Support the Chair during each stage in verifying stakeholder endorsement
- Support integration of the development timetable into the live timetable

B.08 The responsibilities of the Performance and Simulation Team

Performance and Simulation Team will provide the ESG with timely evidence-based data on likely performance outputs and highlight any potential risks for consideration. Where required P&ST will provide clear evidence-based performance data during the development of the timetable at a time the ESG can consider iteration to identify mitigation to any risks. P&ST will input known risks into the development timetable and communicate any modelling needs to the ESG.

Responsibilities include but are not limited to-

- Provide evidence of Performance risk or 'hot spots' to the ESG prior to and to begin timetable development
- Highlight the tools provided to stakeholders to understand current performance impacts and influences

- Support timetable development with performance risks associated with development options
- Provide confidence of the quality of any outputs to the ESG and production department that Performance targets have been met and/or understood
- Facilitate timely collaborative discussions in order to deliver the development timetable
- Support the Chair during each stage in verifying stakeholder endorsement

B.09 The responsibilities of the Economic Analysis Team

Economic Analysis will provide the ESG with timely evidence-based data on any likely economic impacts of any decisions made by the ESG and highlight any potential risks for consideration.

Responsibilities include but are not limited to-

- Where required to provide clear evidence-based economic data upon the development timetable at a time the ESG can consider iteration to identify solutions to any risks
- To input known risks into the development timetable and communicate any modelling needs to the ESG and the decisions they are linked to
- Providing evidence-based economic data to support the development of the ESG service specification

B.10 The responsibilities of the Route Performance Team

Route Performance Team will be aware of all ESG activities and provide expert input on any proposed changes to performance expectations. Route Performance will provide the ESG with timely evidence-based data on any performance targets. Highlighting existing issues to avoid, and any potential additional benefits not yet considered. To agree and/or feedback on outputs and outcomes of the development timetable.

Responsibilities include but are not limited to-

- Agreeing the base requirement for any performance modelling
- Input to the development timetable assumptions
- Providing evidence-based operational performance data to support the development timetable construction
- Provide endorsement or comments for the route on each stage of the ESG

B.11 The responsibilities of Strategic Capacity Team

Strategic Capacity team will support the ESG through attendance of all relevant meetings and advising on required levels of strategic capacity to be considered as part of the ESG.

- Identify and communicate necessary Strategic Capacity levels
- Highlight any required assumptions for International Freight paths
- Advise on alignment of the ESG with ‘Management of Strategic Capacity on the Network’ code of practice
- Support the Chair during each stage in verifying stakeholder endorsement

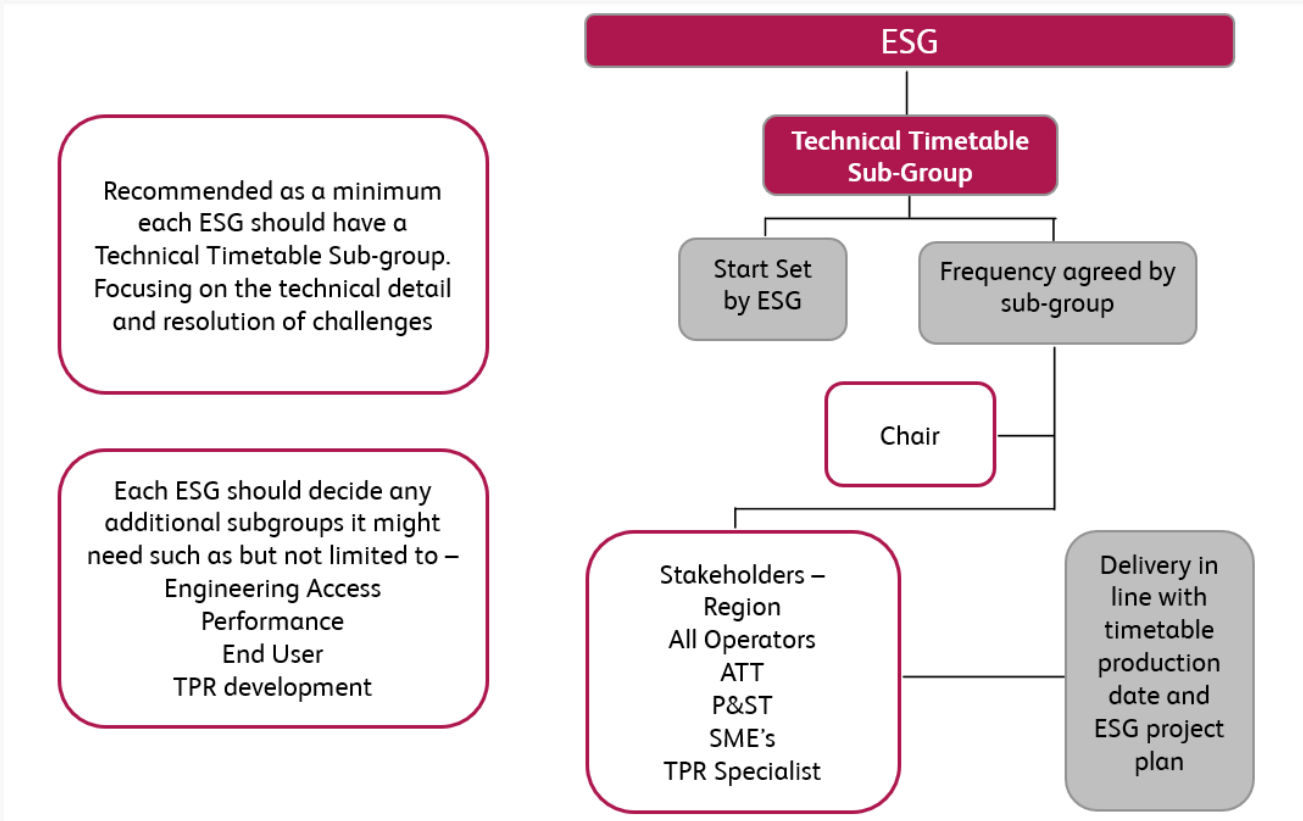
B.12 The responsibilities of ESG Members outside of Network Rail

All ESG members outside of Network Rail have a role to participate in the development of the timetable providing data, agreeing assumptions and where possible supporting with resources.

Responsibilities include but are not limited to-

- Provide any evidence in support of assumptions and/or aspirations.
- Timely provision of technical data required to create the development timetable.
- Provide timely feedback on ESG assumptions, plans and outcomes to the ESG and development of the timetable.
- Contribute to all relevant ESG meetings and activities providing organisations viewpoints, prioritise and contribute to all ESG decision making at all stages
- Provide endorsement or comments for their organisation on each stage of the ESG
- Provide SME support and advice to all relevant technical subgroup meetings through the ESG

Part C: ESG Subgroups



C.01 Purpose of the Subgroups

Each subgroup should bring together the technical experts from each organisation to identify and resolve any challenges in delivering the outcomes of the ESG. Detailing how solutions have been identified or if not resolved logging and communicating with the ESG the reasons why.

Part D: Documentation

D.01 ESG Documentation

At each stage in the lifecycle several documents shall be developed and agreed upon e.g., Terms of Reference, RAID log, Action log and Project Plans. These will guide the ESG into decision making that aligns with the overall objectives of the ESG.

The ESG shall create and agree success criteria that shall be regularly reviewed to make sure the ESG delivers the outcomes the industry is targeting. All ESG members have the responsibility to contribute to and challenge the criteria as well as providing any supporting evidence or viewpoints required to deliver the agreed quality in the timescales of the ESG.

Templates are provided to assist in the production of the required documents.

Analytical Assurance process should be agreed and delivered throughout the life of the ESG. As a minimum Assurance activity should occur and be logged before the next stage of the ESG begins. Each ESG should agree methodology to regularly review overall 'Health' of the ESG to enable mitigation and amendment to the plan to deliver the necessary quality of output at the agreed timescale.

Spending the time and effort up front will increase the likelihood of the ESG delivering outputs which allow the benefits of the Event to be realised.

Part E: Train Performance

E.01 Performance

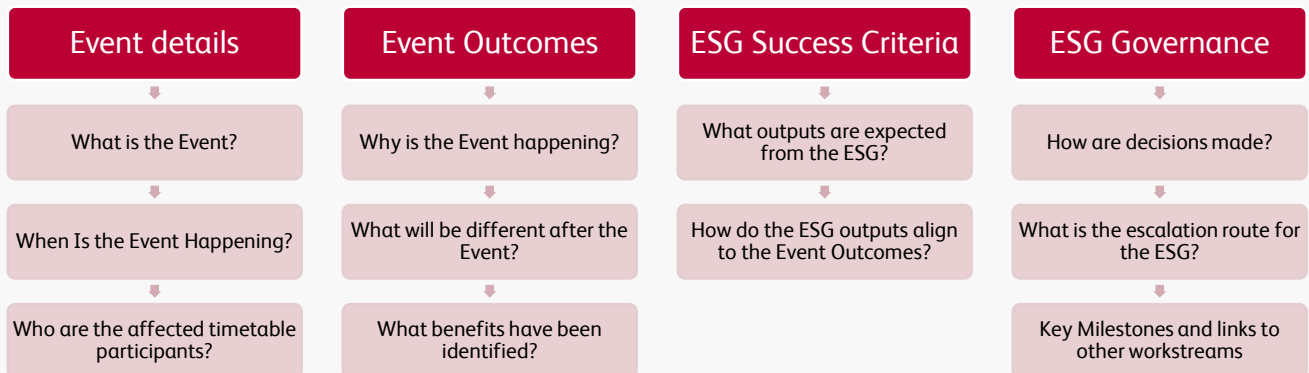
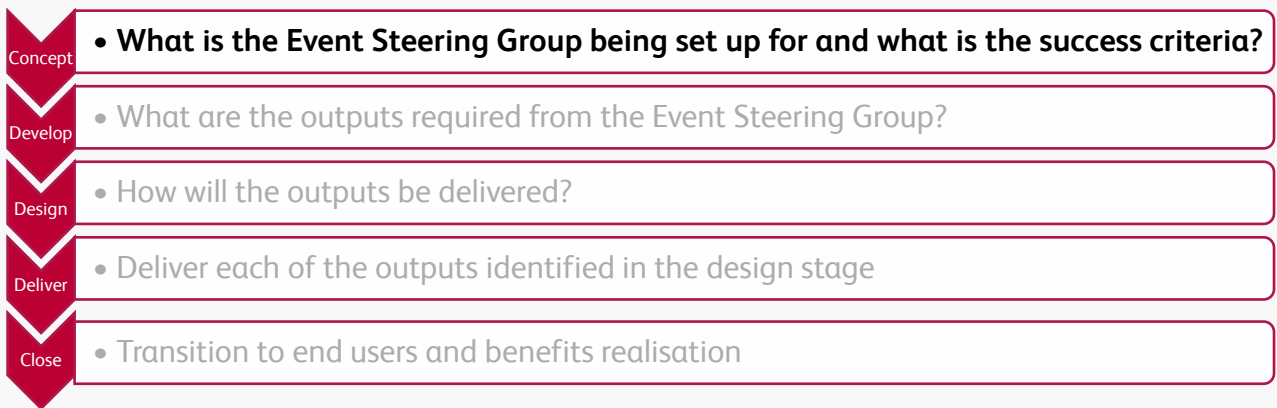
The train performance of the current timetable within the ESG geographic scope needs to be understood, and any learning fed into the development of ESG Development Timetable and/or optioneering outputs. The aim shall be to either improve the performance levels of the specified area, or to maintain performance at the current level.

It is recommended that performance analysis of the selected timetable option output, either in its entirety or for identified areas, is conducted and outputs iterated into the Development Timetable as an output of the ESG. This is to give confidence that the ESG timetable output will perform as per the agreed performance criteria.

Part F: Appendices

F.01 Concept Stage

The ESG concept stage takes place as soon as it is identified that an Event is required. This could start prior to the Event being added to the Calendar of Events but cannot be concluded until after the first ESG meeting is held. It is recommended a review of previous ESG lessons learned is undertaken alongside this stage. The contents of the ESG Concept stage include:



Why

The aim of the ESG Concept Stage is to understand early on what the Event is, any changes happening that affect the Event and the benefit the Event will bring.

What

This is where all the necessary inputs such as current performance, previous timetable analysis, infrastructure dependencies, rolling stock cascade, etc. start to be understood and allow for conversations with the appropriate parties to start taking place. Some initial analysis, including performance analysis, may be required.

When

This stage starts prior to the first ESG meeting being held and concludes when the ESG endorses the concept documentation. The first ESG meeting must be held in sufficient time to allow for the ESG to conclude prior to D-55 for the timetable the change is happening in.

How

The relevant Network Rail Region shall start this phase and bring in expertise from the industry as required to allow for the documentation to be completed and the parameters of the Event to be understood. For some ESGs there may be a wider programme which holds the required information, in this case reference should be made to this programme. The relevant Capacity Planning team will identify alignment to rights tables for all services to be included as part of the ESG outcomes and where additional services will require rights applications.

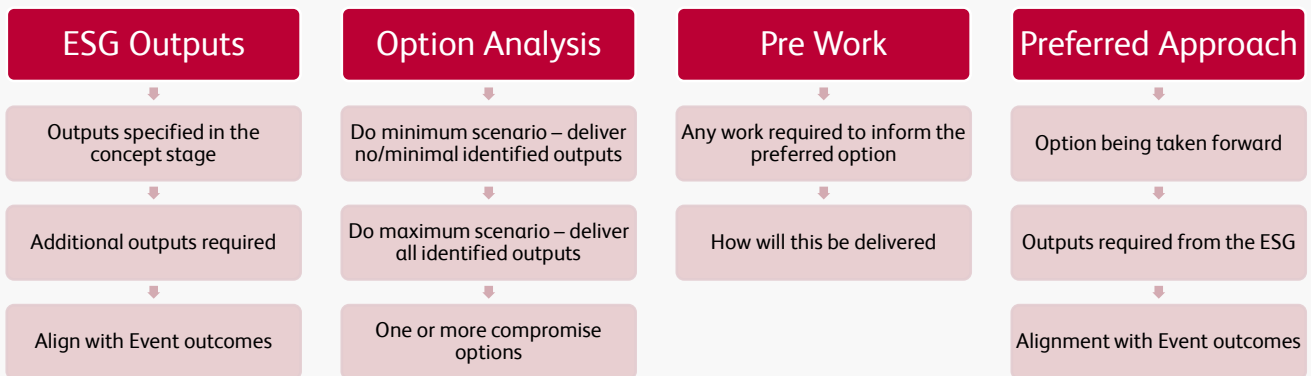
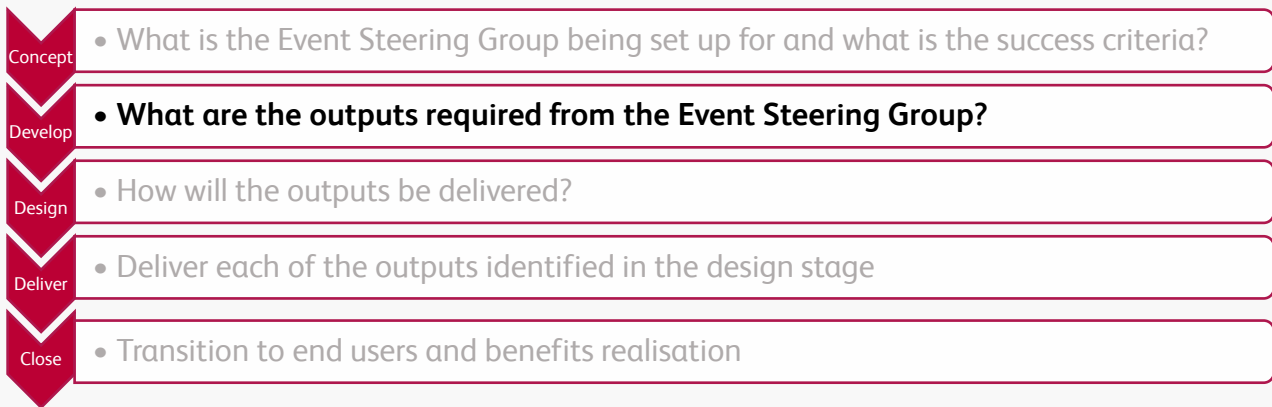
Who

Network Rail is accountable for setting up and holding an Event Steering Group for each Event published in the Calendar of Events. Preparing the required documentation requires input from outside of Network Rail and it is expected members of the ESG will supply inputs where required. During concept stage it is critical for the ESG to establish a decision-making framework and clear escalation plans to resolve any conflicts or to make decisions ESG members are unable to make. The RACI below sets out the roles of each of the parties.

Task	ESRG	NR Region	NR ATT	NR Interested parties	Timetable Participant	Funders	DfT/TS/TfW
Set Up the ESG	D	A	C	I	I	I	I
Prepare the draft ESG concept documentation	I	D/A	C	C	C	C	C
Hold and Chair the first ESG meeting	I	D/A	C	I	C	C	I

F.02 Develop Stage

The ESG develop stage takes place once the ESG concept has been agreed. The aim of this stage is to further develop the outputs identified in the concept stage and agree the options to be analysed. Development should take a collaborative approach between all ESG participants providing all relevant information and where possible subject matter experts.



Develop Stage

Why

The aim of the ESG Develop Stage is to understand how the outputs from the ESG will support the Event. Different options for the outputs the ESG deliver can be developed where the time, cost, and practicality of delivering these can be weighed against the benefits they provide to the Event.

What

This is where it is decided which outputs will be produced by the ESG and how they support delivery of the outcomes from the Event. By referencing how the outputs from the ESG support the Event outcomes there is assurance the outputs from the ESG will be of value. The impact on the wider network shall also be considered, including any impact on performance, resources, or training requirements.

When

The stage starts once the concept has been developed as the links to the Event outcomes are critical in determining which outputs shall be delivered.

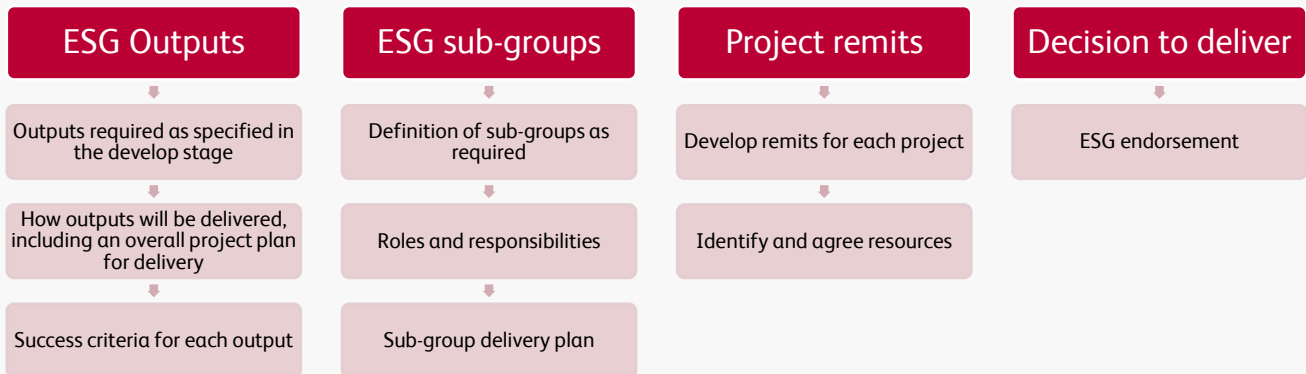
How

The ESG needs to consider collectively what outputs it can develop and how these outputs support the Event outcomes. Change control is used to update the Develop stage as further information becomes available and the outputs required for the ESG are understood more fully.

Task	ESG Chair	ESG PM	Active ESG members	All Interested parties	Funders	DfT, TS, Tfw
Prepare the required ESG Develop documentation	D/A	R	C	I	I	I
Identify scenario options	D/A	R	R	I	C	C
Agree scenario(s) to be developed	D/A	R	R	I	I	I
Endorse ESG develop documentation	A	R	D/R	I	I	I
Direct ESG when decisions cannot be resolved	D/A	C	C	I	I	I

F.03 Design Stage

The Design Stage takes the scenario options and identified outcomes and designs work packages to deliver the required outputs. ESG members to determine what subgroups are required for the delivery of the work packages. It is then a requirement for all ESG members to provide endorsement for the designed work or explanation as to their concern.



Design Stage

Why

The aim of the ESG Design Stage is to expand upon the ideas identified in the Develop stage into plans to create the necessary outputs. Planning how the options for the outputs the ESG deliver can be developed in timescales identified and in line with industry agreed timetable production dates.

What

Creation of clear deliverable work packages within a project plan incorporating all necessary deliverables from the develop stage into a detailed project plan. Utilising the project plan to determine and obtain necessary resources to deliver the output in line with the industry agreed timetable production dates.

When

The stage starts once the develop stage has clearly identified what outputs the ESG needs to deliver. It should also clearly define the timescales needed for the outputs to deliver all the elements to decision makers.

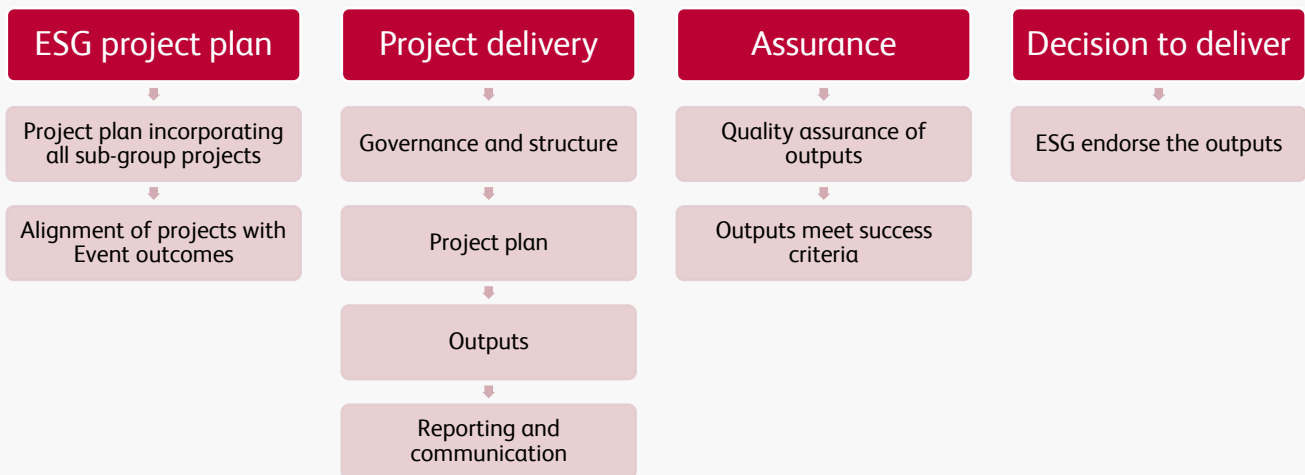
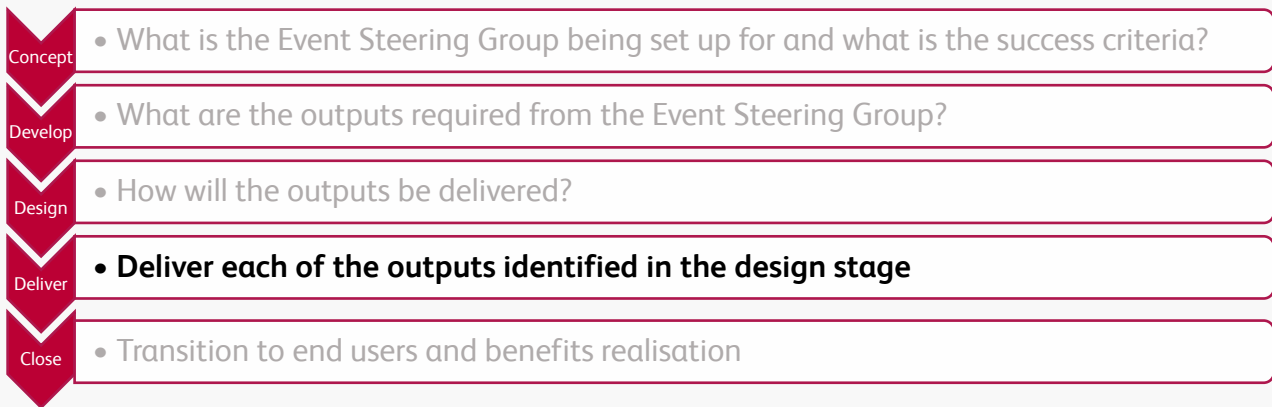
How

The ESG will need to take the outcomes identified in the develop stage and construct detailed project plans and remits for work packages. These are agreed by ESG members as they are developed. Monitoring of the plans and confirmation of delivery of remits will be provided to the ESG members for endorsement.

Task	ESG Chair	ESG PM	Sub-group PMs (once appointed)	Active ESG members
Set up any required sub-groups	D/A	R	R/C	C
Prepare the Design stage documentation	A	D/R	C	C
Monitor delivery and endorsements of required remits	D/A	R	R	I
Prepare the required remits	A/C	D/R/	R	C
Endorse the remits and Design stage documentation	A	R	R	D/R

F.04 Deliver Stage

The ESG deliver stage is where the outputs from the ESG are produced. This is where the majority of the work will take place, and the stage may last for many months. During this stage it may be necessary to revisit earlier stages to redefine the outputs required as more information becomes available.



Deliver Stage

Why

The aim of the ESG Deliver Stage is to deliver the agreed ESG outputs via the method agreed in the remit.

What

This is where each of the outputs is delivered, usually by an ESG sub-group.

When

This stage starts once the first remit has been agreed and work starts on delivering it. It will complete once all required outputs have been delivered and endorsed by the ESG. It is expected this will be the longest stage of the ESG, potentially lasting many months.

How

The majority of outputs will be delivered by an ESG sub-group. The project manager for the ESG will be responsible for coordinating all the sub-groups and the sub-group project manager will be responsible for the delivery of their particular projects. The projects will be delivered once the remit has been completely fulfilled, including any agreed assurance and reports, and the ESG has endorsed the outputs produced. The ESG Project Manager will be responsible for capturing all information pertaining to resolved and any outstanding issues and communicate to the Production teams as part of the handover process. Handover information should be fully detailed, clear, and easily understood, the use of RAG status as an overall and focused measure is recommended.

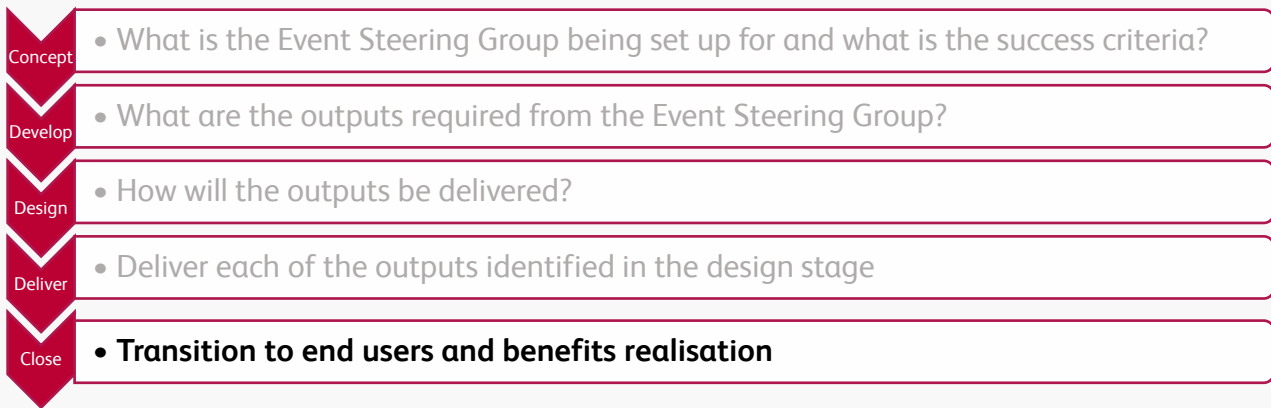
Who

The ESG members, Network Rail, and timetable participants, are responsible for delivering the agreed outputs. The remits developed in the design stage specify the required resources to deliver the projects.

Task	ESG Chair	ESG PM	Sub-group PMs	Sub-group project delivery team	Active ESG members
Produce the deliver stage documentation	D/A	R	R	C	I
Deliver the content of the remits	D/A	R	R	R	I
Endorse the outputs produced	D/A	C	C	I	R
Capture all relevant information on all resolved or outstanding issues	A	D/R	R	R	C

F.05 Close Stage

The ESG close stage takes place towards the end of the ESG. The purpose is to make sure all actions are closed out, the ESG has produced the agreed outputs and met its success criteria, and learning from the ESG can be captured and used in future ESGs.



Close Stage

Why

The aim of the ESG Close Stage is make sure the ESG has delivered what it set out to do, and that lessons learnt are captured. This is an opportunity to have a retrospective on what worked and what could be better, as well as discussing what was not delivered and the consequences to the Event from this.

What

This is where the success of the ESG can be measured, outputs not delivered identified and the implications from this understood. Outputs are provided for Timetable Production at an agreed quality level. Any work required past the end of the ESG, for example in the D-55 to D-40 timescales can be identified and owners of this work agreed. Additionally, any lessons learnt through the ESG can be captured and recorded so they can be used to inform future ESGs.

When

This stage can begin as outputs are being delivered in the deliver stage. It completes once the outputs have all been delivered, lessons learnt have been conducted and a post-implementation review against the Event outcomes and ESG objectives and success criteria undertaken.

How

The ESG does not finish once the outputs are delivered, and all members must be aware of this. The ESG chair or ESG Project Manager shall lead a review into the ESG to determine if it met its objectives and the success criteria defined in the Design stage.

Who

The ESG members, Network Rail, and timetable participants, are responsible for closing out the ESG. This is an important step in capturing the lessons from the ESG and creating a positive culture of learning. As such all ESG members shall be required to actively participate in this stage.

Task	ESG Chair	ESG PM	Active ESG members	Funders	DfT, TS, TfW
Produce the close stage documentation	D/A	R	R	I	I
Transition of outputs	A	D/R	C	I	I
Capture the learning from the ESG	D/A	R	R	I	I
Report on any outputs not delivered	D/A	R	C	I	I

F.06 Development Timetable Flowchart with ATT to Production Transition

