

### **NOTES / ACTIONS from 25 October 2017 NTF meeting**

ACTION	WHAT	WHO	WHEN
	<p><b>Chair - opening remarks</b></p> <p>MH welcomed Paul Maynard (Rail Minister) to NTF, accompanied by Jane Cornthwaite (Markets Director Passenger Services, DfT). He also welcomed Andy Thomas (Wales) and Meliha Duymaz (Anglia) as the NR RMD reps, Alex Foulds (Southern, for Nick Brown, GTR) and Ian Smith (Stagecoach, for Tim Shoveller). Apologies received from Phil Hufton and Rick Davey.</p> <p>MH opened the floor to PM who provided NTF with an insight to the current railway challenges. PM highlighted the importance of the NTF in overcoming industry problems, and that the experience of individuals around the NTF table was key to unlocking some of today's railway challenges. The role of PDG was also cited as an important mechanism (each period) to bring key points and challenges from NTF to the Minister's attention.</p> <p>PW, supporting the comments regarding the NTF, offered that the DfT has to be bolder in challenging issues that are affecting railway performance at present. He cited Level Crossing closures as an issue where more must be done given the impact of a small minority of users on the majority of rail customers. At PDG the Minister has asked the department to assist by use of the Transport Works Act (TWA).</p>		
<b>1710_01</b>	MG to bring a paper back to the NTF in the New Year, setting out proposals for future Level Crossing closures, utilising the TWA.	<b>MG</b>	<b>15 Jan NTF</b>
<b>1710_02</b>	<i>Post meeting note: Action via PDG for NR to identify the highest impact 50 level crossings and then move forward with plans to tackle those. DfT to consider resourcing for handling such cases.</i>	<b>MG/AM</b>	<b>15 Jan NTF</b>
	<p><b>Publication of the SoFA</b></p> <p>PW summarised that the Government is making available a direct grant of up £34.7bn to support rail infrastructure spending of around £47.9bn in Control Period 6 demonstrating Government's continued commitment to funding the railway that passengers and freight customers deserve, and that the economy needs.</p>		

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1710_03	<p>He highlighted that problems in delivering CP5 enhancements have harmed the reputation of the industry and CP6 is the last chance saloon for the industry. Getting this settlement with other competing expenditure needs was a significant achievement by the Secretary of State and the Rail Minister and he thanked the NTF for its insistence that performance had a high profile in the IIA.</p> <p>He said there is a significant increase in renewals spending, allowing for an increase of roughly 60% on CP5 levels to address the backlog of work from CP5 to help to recover performance across the network and put the infrastructure on a more sustainable long-term footing. GR clarified to the NTF that this SoFA discussion related to England and Wales, not Scotland.</p> <p>PW highlighted two significant risks</p> <ol style="list-style-type: none"> <li>1. The step up from 18/19 to 19/20 is significant. As a whole industry, we need to work closer together and raise our game with much better planning.</li> <li>2. The volume of renewals and maintenance being undertaken in the near future could lessen demand for rail as increased areas of the network would be disrupted for the work. He stressed the need for the whole industry to communicate as never before with public, stakeholders and customers as to why the work is being done, what their journey choices are and the benefits of the work when complete.</li> </ol> <p>RW asked PW to expand on how DfT will work with TOCs given the SoFA money goes to NR? PW advised that through use of Scorecards, the Route Supervisory Boards and TOC/Route Alliances the, TOCs and Routes should agree where money is spent. In response to a question from the chair he restated the Department's position that, although there is 'no new money', the door is always open for in-franchise change discussions. PW said that the key is to bring the wheel and rail interface closer together in identifying the best place to spend the money, for the biggest benefit to the passenger.</p> <p>MH suggested that a CP6 Priority List be collated. MG drew attention to the Route SBPs that are due to be finalised early December, and that these should form the basis of the priority list.</p> <p><i>Post meeting note: DM took an action to investigate bringing a paper back to the NTF in the New Year which would provide a national picture of performance improvement priorities, being drawn from 'rolling up' the Route SBPs into a single national picture for NTF perusal.</i></p>	DM	15 Jan NTF

ACTION	WHAT	WHO	WHEN
	<p><b>Paper D – 3 Greens – EMT/LNE performance improvement</b></p> <p>IS (EMT) and GW (NR) summarised the key aspects and focus areas that led to EMT’s three consecutive periods of improved performance:</p> <ul style="list-style-type: none"> <li>• Track Quality - Consistent and sustained reduction in TSRs, focus on repeat geometry failures – focus on quality repairs, first time, ongoing reduction on Maintenance “backlog” – with increased focus on right time maintenance activities, additional “discretionary” funding to rectify root causes of repeat issues and engagement of front line staff to speak up and raise concerns;</li> <li>• People Processes - EMT Drivers – Inclusive Sundays Agreement requiring significant planning, negotiation and investment highlighting clear industrial relations and performance benefits;</li> <li>• Collaboration – With CrossCountry / Thameslink / EMT / NR with collaboratively in working towards that goal of a ‘Perfect Performance Week’ which focussed teams on back to basics and looking at the causes behind the failure, MOM deployment, rostering, depot readiness;</li> <li>• Suicide Prevention / Trespass &amp; Vandalism – there has been a 41% improvement in T&amp;V, largely driven by the creation of a 6-man BTP team, who understand the risk areas and signs from the public, so are positioned to intervene as early as possible to mitigation any potential performance issues.</li> <li>• Fleet Focus - Emphasis on reliability, and clearance of faults with like-for-like reduction of 17% in delay minutes Periods 1-6 2017/18 – despite an ageing fleet;</li> <li>• Lincolnshire re-control - moving the control of Lincolnshire from York ROC to Derby EMCC has resulted in an immediate 15% reduction in DPI in the Lincoln DU area, and an improvement of 0.9% in EMT PPM from 2016/17 to 2017/18.</li> </ul>		
	<p><i>*original agenda item ordered amended to accommodate the Ministers attendance*</i></p> <p><b>Paper C – May 2018 TT change</b></p> <p>CR provided NTF with an overview of the scale of change plus benefits across the country from May 2018.</p>		

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	<p>May 2018 will provide substantial capacity and frequency benefits nationally across weekday peaks and the off peak – with substantial changes to TPE/ Northern services in connection with North West infrastructure changes and associated franchise commitments, re-designed and revised Thameslink timetable across the South East, and potential introduction of an enhanced weekday service on the North and West London Lines increasing the frequency of service by 2tph all day.</p> <p>He highlighted that the May 2018 timetable represents the largest change on record, possibly ever and certainly since the transition to the Train Planning System (TPS), with 46% of all schedules in the working timetable (WTT) requiring alteration to accommodate the level of change, noting that consequential re-timings will increase the number of schedules to be changed to &gt;60% (~100,000 schedules) - 3 times the volume of TPR changes vs last year.</p> <p>Following on from previous NTF asks relating to the performance impact of timetables being assessed prior to implementation, CR highlighted that the volume of change in a single timetable creates some clear performance risk nationally and that while various individual performance modelling exercises have been undertaken by different parts of the industry, there is no overall assessment of these changes. In the case of Thameslink, the Industry Readiness Board (IRB) has made some recommendations for change as a result of the risks identified.</p> <p>CR cautioned that there could well be bedding-in periods in parts of the country where performance suffers for a period as signallers, dispatchers, controllers and drivers adapt to such substantial change. He added that for the key areas of change the performance picture is complex and not just timetable driven.</p> <p>GC asked ‘Where the single place where all the data comes together to bring a national picture?’ CR stated that the data is regional (targeted) and comes in different forms. GC restated the ask from the NTF, previously agreed by NR as far back as CP4, for a model that can assess the impact of timetable change in days not months.</p>		

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1710_04	<p>He said that his understanding is that the OPSG, as a subject matter expert group chartered to NTF, is surely the body to help NR design the model and, with NR expert support, to assess the national picture for timetable changes for the NTF.</p> <p>CR raised that there is also an unprecedented volume of short term planning (STP) with 36,000 schedule changes for Christmas week alone – 11% up on last year, near doubling in Western STP volume in less than 2 years with major change routinely at T2, record levels of late change due to IR issues in North and South East, and 9 out of 36 operators missing T18 this year (compared to 5 last year). GR asked about the T12 ‘Informed Traveller’ position, particularly concerning the performance impact.</p> <p>A future NTF item was proposed to consider the national performance picture utilising / bringing together the regional (targeted) data and to provide further detail on the national T12 position.</p> <p>In closing CR stated that looking to the future, as an industry we need to review our processes around the volume of change we are willing and able to accept in one timetable window. Some steps might include;</p> <ul style="list-style-type: none"> <li>• recognition in our industry resource plans around end of control period spikes;</li> <li>• improved end to end industry planning capability;</li> <li>• need for additional resources or greater automation; and</li> <li>• more consistent and defined involvement of the Train Planning community in performance modelling and analysis.;</li> </ul>	CR	15 Jan NTF
1710_05	<p>He was asked to come to NTF in 2018 with his and OPSG thinking on these matters and what he would need from the NTF / industry.</p>	CR	14 Feb NTF
	<p><b>Paper A – Period 7 report</b></p> <p>DM summarised the period performance - nationally behind PPM plan from the start of the period and worsening as the period progressed (88.0%, missed plan by 2.9pp). National period PPM worse than</p>		

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	<p>last year (88.0% vs 88.8%) and performance has been affected by the early start of Autumn (approximately 5 days ahead). Period 7 has been the worst performance against plan since period 9 last year (which was the worst period on record). PPM plan has been missed every period in 2017/18 with the exception of P1.</p> <p>Big TOCs impact – GTR, Northern and SWR were all more than 4pp behind plan and 17 operators were behind plan this period with nine being than 3pp+ worse than plan. GWR have had a challenging period, impacted mostly by TOC issues throughout. The movement of rolling stock between the coastal lines and Thameslink lines has caused issues in driver familiarity with train operation which may be a contribution to the performance impact.</p> <p>SWR is still recovering from the Waterloo blockade and post-commissioning issues. There were a series of issues that impacted service delivery during and before the Waterloo August blockade, including:</p> <ul style="list-style-type: none"> <li>the plan needed to be changed 4 weeks prior to the blockade, following advice from IP Waterloo Capacity Alliance (WCA) that they required expanded possession limits for the duration of the blockade – 10 platforms not the planned 9;</li> <li>during the possession there was a passenger train derailment outside Waterloo due to testing (strapping out) inadvertently left in place;</li> <li>during the blockade, additional and longer access was required in last week of the possession;</li> <li>the possession was handed back late and impacted services on the Tuesday after Bank Holiday.</li> </ul> <p>Waterloo to Clapham PPM failures - Since the possession was handed back on 29 August, 595 PPM failures have been attributed to Waterloo Upgrade project issues (425 due to track circuit failures) and at least 34% of Wessex route wide infrastructure PPM failures from the 29 August to 30 September have been due to the upgrade issues. DM noted that there were post commissioning investigations, including the possession footprint expansion, the passenger train derailment and the possession overrun.</p>		

ACTION	WHAT	WHO	WHEN
1710_06	JS stated that the NR investigation into these engineering issues, particularly the Signalling side, is nearing completion. NTF members requested a paper back to the NTF covering the Waterloo hand back performance impacts and any lessons learned for future major projects.	JS	15 Jan NTF
1710_07	Following the Paper C – May 2018 TT change and Paper A – Period 7 report (principally Autumn and Waterloo impact) slot, concerns were raised about the immediate state of railway performance linked to the issues raised during the meeting, and whether the NTF is sighted or focussing on the correct areas. It was proposed to dedicate the next, and final NTF meeting of the year, in November to focus on the areas raised on the day. However, following members’ deliberations of what should be discussed at the November meeting, MG suggested that an evidenced based agenda would be of more value. GC/MG/DM/DJ took an action to consider the criteria which would lead to the items for the meeting. <i>Post meeting note: Following discussions between GC/DJ/DM it was agreed that an evidenced based ‘special’ focussed agenda slot with sufficient time on the agenda (i.e. 60-90 minutes) be proposed rather than the whole meeting with the reminder of the agenda planned as per usual.</i>	DM/DJ	22 Nov NTF
1710_08	<i>Post meeting note: Following the endorsement of the NTFs Industry Performance Plan (IPP) in August, and sub-group governance which supports the plans delivery, a paper restating the Plans ‘Theme’ workstreams and the role the NTF sub-groups play in the delivery of workstream will be brought to the next meeting. This will support the outcome of action 1710_07 above in sign posting where the performance focussed areas should be considered within the NTF framework.</i>	DB/DJ	22 Nov NTF
	<b>Paper D – Better Timetables – OPSG progress</b> Due to time pressures and the thorough timetable discussions under Paper C – May 2018 TT change, this paper was not discussed. However, OB did draw members attention to the STP point within the paper, and that the industry needs to implement change more quickly.		
	<b>CP6 Metrics</b> <b>Paper E1 - Metrics definitions document endorsement</b>		

ACTION	WHAT	WHO	WHEN
<b>1710_09</b>	SD presented the paper and Metrics definitions document of behalf of the Performance Measurement Steering Group (PMSG). NTF endorsed the Definition of Railway Performance Metrics document as the agreed industry document and noted the continued role of the PMSG in managing the definition and interpretation of these metrics.	<b>Members</b>	<b>Nov'17</b>
<b>1710_10</b>	SD asked the NTF members to communicate the development and publication of the document within their businesses.		
<b>1710-11</b>	A number of NTF members asked when the High Frequency metro measures should be used and by who. SD said that this still needed to be clarified, but as a basis for answering this question SD took an action to identify the current 'Metro' franchises.		
<b>1710-11</b>	OB stated that MTR fall under the 'Metro' TOCs and will provide NTF with Metro metric examples and evidence of how they are being used within MTR for wider NTF visibility and to inform the Metrics definitions document content.	<b>OB</b>	<b>15 Jan NTF</b>
<b>1710_12</b>	<b>Paper E2 - CP6 metrics readiness including uncertainties around the implementation</b>		
	RW briefed the meeting on a recent RDG Performance & Planning Forum (P&PF) exercise to identify risks and potential blockers to successful implementation of the new metrics. He emphasised that much of this review focussed on the likely effects on the punctuality measurement with less concern about the reliability measures.		
	RW advised that P&PF will be holding a 'risk' workshop, likely to be aligned with the 13 February meeting to discuss Service Recovery ACoP implications, system tolerance, trade-offs and engagement/embedding of the new CP6 metrics. The outcome of this workshop, with proposed mitigations, is scheduled to be discussed at the 14 March NTF meeting. The remainder of the items which came out of the P&PF exercise were signposted for action as follows:	<b>RW</b>	<b>14 Mar NTF</b>
	<ul style="list-style-type: none"> <li>• Franchise Targets / aligning incentives – 22 November NTF agenda item</li> <li>• Measurement/Reporting - PMSG &amp; TLS Programme (NTF IPP - Better Information Theme)</li> <li>• Accurate / TT Planning - OPSG Adapting to CP6 metrics' (NTF IPP - Better Timetables Theme)</li> </ul>		



ACTION	WHAT	WHO	WHEN
1710_13	<ul style="list-style-type: none"> <li>Regulation Policy - BOPB (Better Operations Theme) – 10 November agenda item</li> <li>Service recovery (contingency) - BOPB (Better Operations Theme) – Managing Disruption workstream.</li> </ul> <p><b>Paper E3 - CP6 metric / OT data TOC websites summary</b></p> <p>DJ provided members with a summary of what metric data TOC websites are currently displaying to the public. MH reminded NTF members of the agreed recommendation that all TOCs should publish the CP6 metrics on their own websites by April 2019.</p> <p>It was noted that only four TOCs currently displayed their on time data to the public and that the definitions used were inconsistent. DJ drew attention to Paper E1 and the endorsed Definition of Railway Performance Metrics document in order to help TOCs standardise their website content going forward.</p> <p>MH asked DJ to produce a TOC on time website data ‘best practice’ document, to send to TOCs on behalf of NTF, requesting TOCs utilise this best practice and to update their websites as early as practicable. DJ to send material to MH by the next NTF meeting.</p> <p>A number of members asked about the wider industry communications since the endorsement of the CP6 metrics by NTF. GC reminded members of the New performance metrics – RDG Comms final update presented to NTF on 07 June 2017. DJ reminded TOC members of their Communications contacts (see Annex 1 of these meeting notes).</p>	DJ	22 Nov NTF
	<p>DJ took an action to re-engage with RDG Comms team and the RDG Communications Managers Group to check on the CP6 Metrics Communications Programme activity and to report back to NTF in January.</p>	DJ/SG	15 Jan NTF



ACTION	WHAT	WHO	WHEN
1710_19	<p><b>Paper G – Autumn preparedness review – Wales</b></p> <p>AT provided an overview of the independent review carried out by RDG staff which was commissioned by Arriva Trains Wales (ATW) and NR’s Wales Route ahead of autumn 2017. The review sought assurance that improvements have been made in terms of preparedness levels following lessons learnt from 2016. This followed a poor autumn in Wales in terms of train performance and passenger experience which impacted the industry’s reputation. The review highlighted improvements in overall preparedness that should lead to improved performance during this autumn.</p> <p>AT highlighted the recommendations and best practices to be shared and a number of the areas of improvement already identified for this Autumn as:</p> <ul style="list-style-type: none"> <li>• wheel-sets more resilient ahead of autumn and increased contingency in place to carry out tyre-turn activity as required;</li> <li>• collaborative working to target vegetation clearance activity with close working relationships between off-track project managers and frontline driver managers; and</li> <li>• additional RHTT circuits in place and prioritised over engineering work where possible.</li> </ul> <p>MH made reference to the AWG Manual and GC to the number of Autumn reviews undertaken in the recent past dating back to Goff, and both queried why we do not seem to learn from these and how to better apply the knowledge in the AWG manual. MH raised the issue of whether the manual should be a Standard rather than guidance. PW asked why the AWG Manual is not mandated if it is seen by the industry as best practice for Autumn preparedness. JS to consider status of AWG manual.</p> <p><i>Post meeting note: DJ to facilitate AWG discussion on mandating AWG Manual and implications of doing so (ie financial) for next Autumn and for this to coincide with an Autumn 2017/18 review at the 22 January 2018 AWG meeting, leading to a paper to the 14 February 2018 NTF meeting.</i></p> <p><b>Paper H – Weather Resilience and Climate Change</b></p>	JE/JS	14 Feb NTF

ACTION	WHAT	WHO	WHEN
	<p>Due to time pressures and the thorough timetable discussions on Paper C – May 2018 TT change and Paper A – Period 7 report, this paper was not discussed. MH asks members to take the paper away to note.</p> <p><b>Paper I – Industry Performance messaging (P7) and the NTF Meeting Forward Plan</b> were noted.</p>		

**Next meeting:** Wednesday 22 November.

Annex 1 CP6 Metrics TOC Communication's contacts

Company	Point of contact
Arriva Trains Wales	Claire Lillie
C2C	Emma Winfield
Caledonian Sleeper	Media
Chiltern	Sally Gillespie
Cross Country	Chris Dade
Crossrail	Press Office
East Midlands Trains	Lynsey Buxton
Eurostar	Press Office
GTR (Gatwick Express, Great Northern, Thameslink, Southern)	Catherine Lacey, Alexis Dickinson
Grand Central	Alex Bray
Greater Anglia	Oliver Hearsum
GWR	Chris Leonard
Heathrow Express	Bea Asprey
Hull Trains	Laura Rowson
London Midland	Katie Goodman
London Overground	Sara Barrow
MerseyRail	Rhonda Barnes
Northern	Holly Campbell
ScotRail	Rob Shorthouse
SouthEastern	Alison Nolan
South West Trains	M Hurst
TfL Rail	Joshua Burrell
Transpennine Express	Natasha Warren
Virgin Trains (EC and WC)	Richard Stilton