

## Foreword

Running trains on time has been our customers' top priority, whether they are passengers or businesses that send freight by rail. Meeting this need is of utmost importance for all of us in the rail industry. On-time service delivery has shown good correlation with customer satisfaction. It is important, therefore, for the industry as well as its stakeholders that we strive and run punctual and reliable trains.

However, we have been experiencing a decrease in consistently delivering to our customers' need, observed during Control Period 5 (CP5). The network is getting busier and busier, thereby amplifying the impact of any fleet incident. The challenge is intensified by the unprecedented high volume of rolling stock changes from various new fleet introduction to cascade programmes. A cross-industry programme to enable the improvement of rail network performance is being driven by the Network Performance Board (NPB) which consists of TOCs, Network Rail, the DfT and the ORR. Amongst NPB workstreams is the Network Reliability Action Plan (NRAP) which captures together all the key performance improvement plans across all railway systems. To ensure performance improvement this CP6, the fleet community has collectively set and agreed on targets which align with the NRAP workstreams. Also, key to delivering to the Performance challenges is for the Fleet community to work collaboratively across departments both within their businesses and external stakeholders to address fleet issues. This is one of the remits of Fleet Challenge Steering Group (FCSG) and Fleet Reliability Focus Group (ReFocus) to provide members with the platform to engage and discuss fleet performance challenges and share knowledge.

The 20 Point Plan is the practitioner-created guide to help businesses deliver improvements in their rolling stock performance through willingly sharing hard-earned knowledge and good practices. The continued evolution of the plan is a visible demonstration of the will that different businesses have in collaborating to meet the challenge of providing reliable, punctual journeys for customers. Its value comes from the fact that what is shared are things that practitioners and experts have found to work in practice.

The 20 Point Plan captures good practices that will improve the experience for our customers. Amongst these good practices are improving the reliability of new trains entering service and of trains returning from overhaul, reducing technical events that cause delay, promoting collaboration and the use of modern diagnostic tools to recover from failure faster.

Our industry is changing and evolving and keeping the 20 Point Plan up to date, relevant and useful is essential to enabling our success.



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Susie Homan

Director, RDG People, Operations & Railway Strategy

## Meeting the Challenge

The Fleet Reliability Focus Forum (ReFocus) was introduced by the Engineering Council in November 2010 and tasked with identifying best practice and sharing knowledge amongst rail industry partners such as TOCs, OEMs, RoSCos, Network Rail and others. This forum has made a very valuable contribution to fleet delivery over this time and continues to provide an evolutionary good practice guide to support the industry.

ReFocus captures knowledge through peer groups who are experts and this knowledge is then incorporated in the Fleet Management Good Practice Guide.

ReFocus has developed new sections of the Guide and revised existing sections. Sharing knowledge and best practice ultimately allows TOCs and their partners to deliver a reliable and punctual service.

However, the railway still faces many challenges. With the increase in demand and society's expectations constantly evolving, it is attracting more and more customers and businesses. This creates significant challenges, with historic methods of delivering continuous improvement only able to provide marginal benefits. A more holistic view, covering not only the technical aspects but also the people and the culture, will need to be explored and set out in the Guide. This includes integrating new technology, data, people and processes to allow for more trains to run on an increasingly busy network.

ReFocus has made real progress in tackling some of these problems by working with industry partners and not just on a fleet-centric basis. This allows us to comprehensively examine generic railway issues by working with operational colleagues and Network Rail, as well as other industry partners such as the OEMs and the RoSCos. This collaborative approach has enabled us to update the Fleet Management Good Practice Guide to reflect today's thinking.

ReFocus also takes a holistic view of society and cultural challenges in order to drive change. It looks at technology and innovations that allow new processes and practices to be developed and addresses the gaps where clear value can be added. This knowledge is used to inform other industry strategy groups, such as Fleet Challenge Steering Group, of gaps and shortfalls which may need addressing now or in the near future.

Other industries face similar challenges to the railway with ever-increasing demand from users and the constant need to move forward and deliver a reliable and safe service. Benchmarking with other industries gives members opportunities to transfer knowledge and incorporate it within their own business.



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Mark Johnson (Engineering, Technology and Contracts Director, Southeastern Railway)

Chair, Fleet Reliability Focus Group (ReFocus)

### **What is the purpose of this document?**

The Twenty Point Plan (20PP) is the current industry view of how to maximise the reliability of the UK national rolling stock fleet. Where helpful, it includes examples of best practice.

### **Who is it for?**

Train Operating Company (TOC) engineering teams, new engineering directors and fleet managers and other rail partners to help them:

- decide which issues to concentrate on in their own organisation and
- who to visit to see best practice so that they can develop their own ways of managing their fleets to increase reliability, and
- develop relationships and partnerships

### **Who owns it?**

The Fleet Reliability Focus Forum (ReFocus).

### **What / who is The Fleet Reliability Focus Forum?**

ReFocus is a voluntary group of railway engineers who have accountability for rolling stock. Members include The Network Performance Board (NPB), TOCs, Rolling Stock Leasing Companies (ROSCOs), the Railway Industry Association (RIA), Original Equipment Manufacturers (OEMs), Network Rail's Rail Vehicle Interface Engineers and the Department for Transport (DfT).

### **What does The Fleet Reliability Focus Forum do?**

ReFocus seeks to improve train performance through a better understanding and sharing of knowledge. A number of activities are undertaken, such as:

- collating and sharing national data – consistently produced to independently audited and agreed criteria.
- fleet comparisons and benchmarking – understanding reliability differences and challenging delivery where appropriate.
- spreading best practice – 20PP implementation follow-up, site visits.

### **Simplifications**

*The UK rail industry involves different parties with different divisions of labour. The typical model at privatisation of a TOC with a soggy lease from a ROSCO is generally used to simplify interpretation of the 20PP. Similarly, references to DfT include the Welsh Assembly Government and the Scottish Executive as appropriate. The principles apply irrespective of which party is actually undertaking each activity.*