

## Rail North Committee Meeting – Item 4

**Subject:** Rail Performance Update

**Author:** Tom Davidson, Transport Planner

**Sponsor:** David Hoggarth, Strategic Rail Director

**Meeting Date:** 13<sup>th</sup> November 2018

### 1. Executive Summary

- 1.1 This report provides an update on Rail Performance including initial feedback from Richard George who, as an independent expert, has been asked to assist with performance recovery in the region.

### 2. Recommendation

- 2.1 That the Board **notes** the report and discusses industry plans on performance.

### 3. Performance Recovery

- 3.1 The period since the May 2018 timetable change has been a period of significant service instability, with multiple cancellations and delays leading to a significant loss in confidence in the railway industry as a whole. Network Rail and the train operators have been implementing action plans to stabilise and improve performance.
- 3.2 Richard George has been asked by the Department for Transport to assist with railway industry performance improvement in the region covered by Transport for the North. He is an independent railway expert and not employed by, nor aligned to, any of the train operating companies or their owning groups, nor to Network Rail, nor to the DfT or TfN.
- 3.3 Richard will be attending the meeting to provide an update to Committee Members on his initial feedback. The first part of Richard's presentation is attached as Appendix 1. Further detailed information will be provided to members as part of agenda item 7.

### 4. Performance Update

- 4.1 Northern operated an interim timetable from 4<sup>th</sup> June 2018. This removed 168 services a day to address the high number of cancellations caused by the mismatch of driver training with route and rolling stock knowledge.

- 4.2 Northern then reinstated 75% of these services from 30<sup>th</sup> July and half the remaining cancelled services on 3<sup>rd</sup> September. 22 services remain suspended through to December to support train performance through Manchester and Preston.
- 4.3 Charts of Public Performance Measure (PPM), cancellations and short formations are included in Appendix 2. PPM and cancellation charts cover from the period 20<sup>th</sup> May 2018 to 31<sup>st</sup> October 2018. The short forming chart covers the financial years 2016/17, 2017/18 and 2018/19 to date (i.e. the full period since the start of the current franchises).
- 4.4 An overview of performance since 20<sup>th</sup> May 2018 is set out below for each operator.

## **5. Northern Performance**

### **Public Performance Measure**

- 5.1 Northern's Public Performance Measure (PPM) averaged 70% in the first two weeks of the new timetable, prior to the introduction of the interim timetable. From 4<sup>th</sup> June to 29<sup>th</sup> July, the interim timetable ran at an average of 79.9% PPM.
- 5.2 In the last 4 weeks (4<sup>th</sup> October to 31<sup>st</sup> October) PPM has averaged 75.5%. This compares to a year ago when in October 2017 the average PPM figure was 80.8%.

### **Cancellations**

- 5.3 In the last 4 weeks (4<sup>th</sup> October to 31<sup>st</sup> October), an average of 38 Northern services have been cancelled (or part-cancelled) each day, with approximately 30% of these being caused by Network Rail / other TOCs. These cancellations are in addition to the services removed from the timetable (22 services per weekday).
- 5.4 Northern have continued to implement pre-planned cancellations on Sundays in the North West. This typically involves around 80 cancellations, focused on certain routes.

### **Short Formations**

- 5.5 Northern services have seen an increase in short formations over the last year, with Period 6 (19<sup>th</sup> August to 15<sup>th</sup> September) showing an average of over 17 per day.

## 6. TransPennine Express Performance

### Public Performance Measure

- 6.1 TPE's Public Performance Measure (PPM) averaged 62.9% in the first two weeks of the new timetable, prior to the introduction of Northern's interim timetable. From 4<sup>th</sup> June to 29<sup>th</sup> July, the interim timetable ran at an average of 68.5% PPM.
- 6.2 In the last 4 weeks (4<sup>th</sup> October to 31<sup>st</sup> October) PPM has averaged 68.8%. This compares to a year ago when in October 2017 the average PPM figure was 81.5%.

### Cancellations

- 6.3 In the last 4 weeks (4<sup>th</sup> October to 31<sup>st</sup> October), an average of 37 TPE services were cancelled (or part cancelled) each day, with 67% of these being caused by Network Rail / other operators.

### Short Formations

- 6.4 TPE services have seen an increase in short formations, with Period 6 (19<sup>th</sup> August to 15<sup>th</sup> September) showing 62 short formations. The increase in the latest few periods has been largely caused fleet issues, exacerbated by the extra train mileage required to run the May 2018 timetable.

## 7. Capacity Monitoring

- 7.1 In early October TfN member authorities conducted passenger counts on busy routes into the main cities. These were undertaken on mid-week days outside school holidays and are considered to be representative of the typical level of crowding seen at many stations in the North.
- 7.2 Of particular concern were the following **Northern** routes:
- Bolton to Central Manchester (observations indicated that due to a combination of delays and short-formations, upwards of 180 people were crowded off morning peak trains)
  - Halifax to Leeds via Bradford Interchange (due to insufficient planned capacity, compounded by short formations and cancellations)
  - Wharfe and Aire Valley routes (arising from cancellations)
  - Leeds to Wakefield / Castleford lines
- 7.3 It was noted that in some instances (particularly into Leeds on the Calder Valley line) planned capacity is higher than necessary on some shoulder-peak services, and much lower than necessary in the high peak. It is expected that for the December 2018 timetable additional rolling stock will help support higher peak capacity. Northern will commence introducing electric trains onto the Bolton Corridor following completion of the electrification scheme.

- 7.4 For **TransPennine Express** there are a small number of planned 6-car trains largely focused on Leeds and Manchester peak flows. Short formations have increased recently, with observations showing passengers being left behind.
- 7.6 TPE are planning to introduce new trains from the end of 2018 with all there new fleets in service by the end of 2019. This is part of the franchise commitment to increase capacity across the network.

## **8. Appendices**

- 8.1 Appendix 1: Richard George Presentation
- 8.2 Appendix 2: Performance Charts

# Appendix 1

## Transport for the North Railway Performance

TfN/Rail North Committee

13<sup>th</sup> November 2018

Richard George

# Introduction

- May 2018 timetable introduction caused significant problems, but many factors are underlying this.
- Delivery of good operational performance is not just about the timetable, there are issues to be addressed both in the construction and in the delivery of any timetable.
- Railway operating performance was already deteriorating before the timetable change of May 2018
- The North of England now has a much busier railway than it used to be, it requires more capacity but also requires greater discipline.
- Operating practices need review in the light of the change in service density and the change in circumstances

# Good Performance Requirements

## The Train Plan must have:

- Sound planning rules which are adhered to
- The necessary Infrastructure
- The necessary capacity
- The necessary Rolling Stock
- The necessary people
- Time to create the required diagrams and rosters and customer information
- The process assumes delivery to set timescales
- It all assumes good operating disciplines

## Good delivery to customers needs:

- Required infrastructure delivered
- Infrastructure reliable
- Required Rolling stock delivered
- Rolling stock reliable
- Staff Numbers with training needs met
- Information to the systems
- Information to staff
- Information to customers
- Relentless day-to-day management of basic operational issues
- Predictability, reliability, punctuality and comfort for customers

# May 2018 Timetable Delivery Problems

## The Train Plan must have:

- Sound planning rules which are adhered to (?)
- The necessary Infrastructure (No)
- The necessary capacity (?)
- The necessary rolling stock (?)
- The necessary people (Yes)
- Time to create the required diagrams and rosters and customer information (No)
- The process assumes delivery to set timescales (No)
- It all assumes good operating disciplines (?)

## Good delivery to customers needs:

- Required infrastructure delivered(No)
- Infrastructure reliable (Yes)
- Required rolling stock delivered (?)
- Rolling stock reliable (Yes)
- Staff Numbers with training needs met (No)
- Information to the systems (No)
- Information to staff (No)
- Information to customers (No)
- Relentless day-to-day management of basic operational issues (?)
- Predictability and reliability for customers (No)



# Improving performance and customer experience

## **Operational Issues**

- Day-to-day operating disciplines
- Turnround times
- Dwell times and despatch
- Right Time from depot
- Regulation at stations
- Recovery from problems
- Information flow
- Staff planning
- Staff confidence

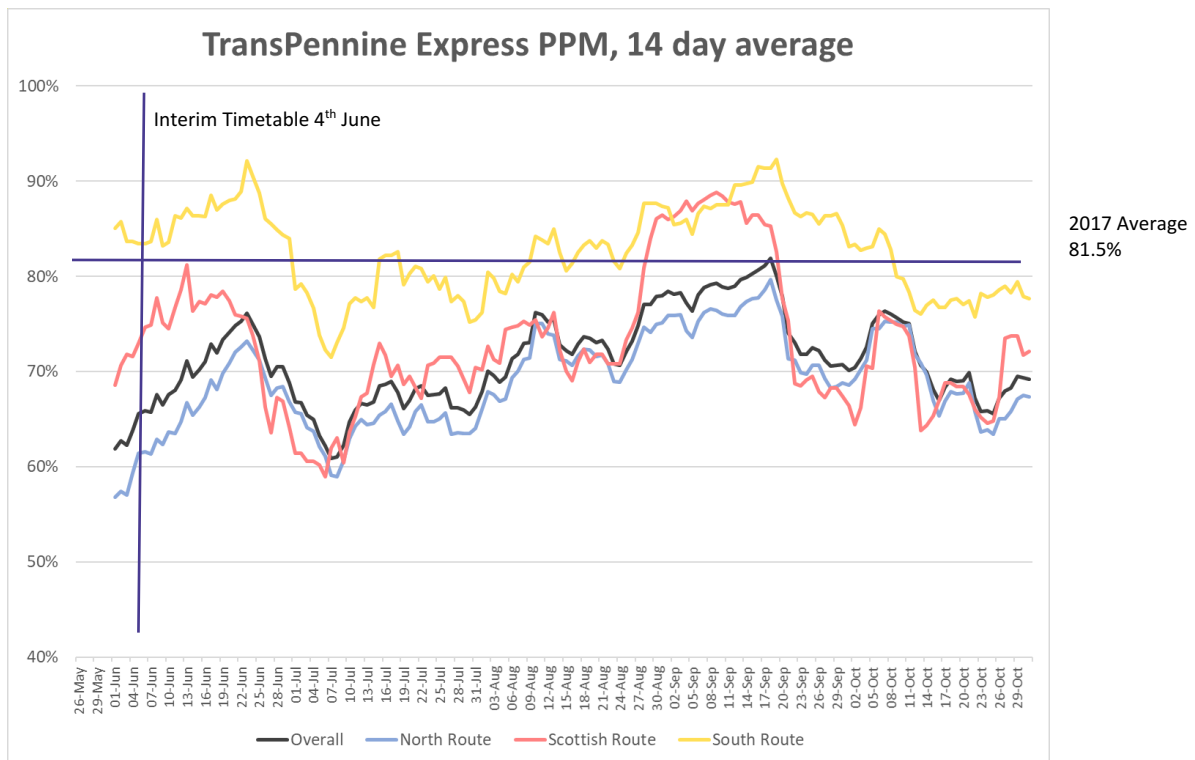
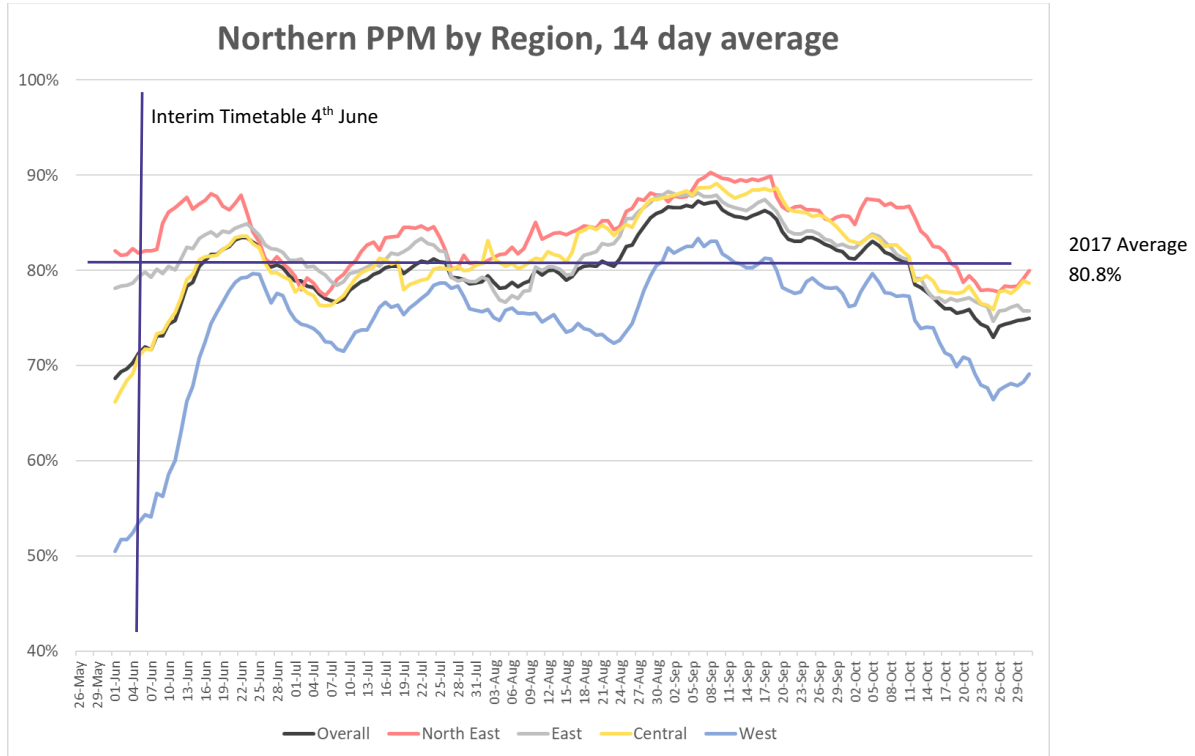
## **Resources and Structural**

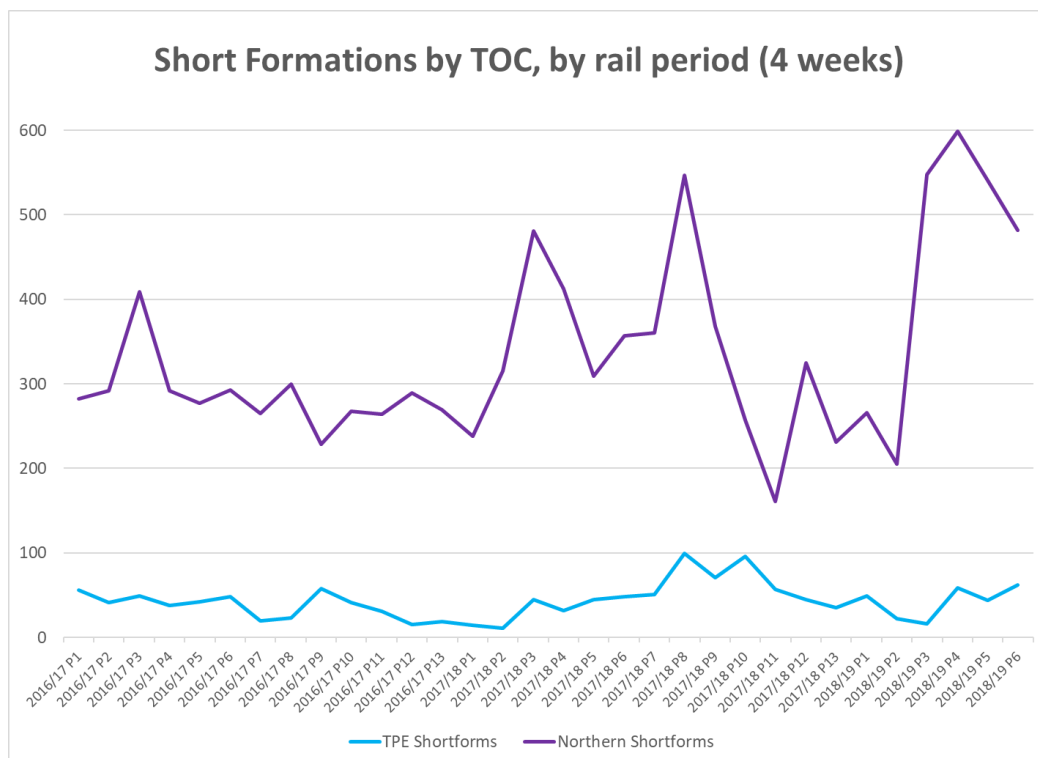
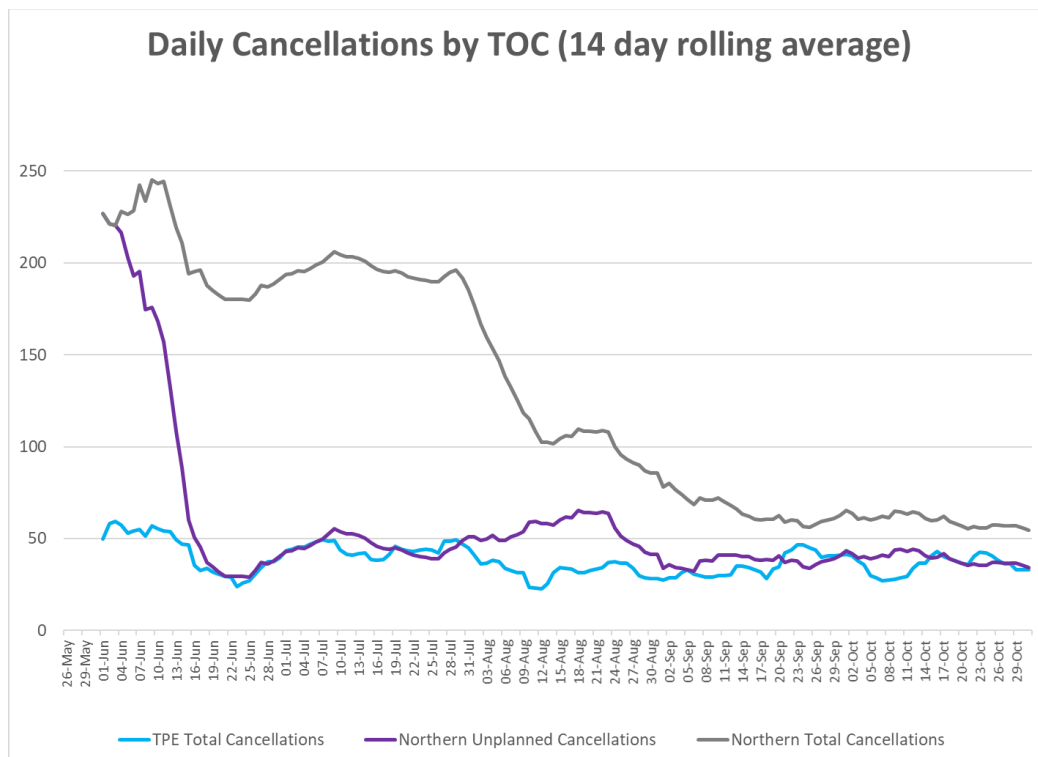
- Infrastructure delivery
- Rolling stock delivery
- Short Formations
- Stabling and servicing capacity
- Train Planning resources
- Railway capacity
- Planning of pinch points
- Management & governance
- Terms and Conditions
- Industry structure and culture

# Summary

- We know what happened in May 2018 but we need to understand why railway operating performance was already deteriorating before that.
- We are observing the operation and talking to managers across the region, across all organisations to understand all the issues not just the timetable issues.
- What is clear is that the North of England has a much busier railway than it used to have; in addition to new capacity it requires greater operating discipline.
- There are also indications that a number of changes made over several years for good reasons, have reduced the level of local knowledge that is key to local operations.

## Appendix 2: Performance Charts





## List of Background Documents

### Required Considerations

#### Equalities:

Age		No
Disability		No
Gender Reassignment		No
Pregnancy and Maternity		No
Race		No
Religion or Belief		No
Sex		No
Sexual Orientation		No

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Equalities	A full impact assessment has not been carried out because the report is for noting.	Strategic Rail Director	Strategic Rail Director

#### Environment and Sustainability

	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Sustainability / Environment	A full impact assessment has not been carried out because the report is for noting.	Strategic Rail Director	Strategic Rail Director

#### Legal

	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Legal	There are no legal implications for TfN – the rail franchise contract authority is the DfT.	Strategic Rail Director	Strategic Rail Director

#### Finance

	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Finance	There are no financial implications for TfN.	Strategic Rail Director	Strategic Rail Director

### Resource

	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Resource	There are no resource implications for TfN.	Strategic Rail Director	Strategic Rail Director

### Risk

	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Risk	A risk assessment is not required.	Strategic Rail Director	Strategic Rail Director

### Consultation

	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Consultation	A consultation has not been carried out because the report is for noting and discussion.	Strategic Rail Director	Strategic Rail Director