

## **Approved Code of Practice: Operational Planning and Implementation of Timetable Change**

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## **Part A**

**This section identifies the main changes incorporated into the Operational Implementation of Timetable Change ACOP.**

This is a new document. Therefore there are no substantive changes in this document relative to a previous version.

This document is edition 1 of this Approved Code of Practice (ACOP) and it will be updated after each Timetable Change to reflect learning across the industry.

The performance assessment of new Timetables has not been included in this first edition. It will be included in edition 2.

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## Part B

### 1. Purpose

This document has been developed to provide a best practice guide for the industry to use when implementing a Timetable Change. The contents of this document are drawn from experience across the sector of implementing timetable change, whether driven by infrastructure change or customer requirements. This code of practice draws upon good operations practice and provides the requirements for the operational planning and implementation of change to timetables and train services.

### 2. Scope

This document has been developed to be used across train operators (franchised and open access), freight operators and Network Rail. The content of this ACOP should be considered when planning for a change to the Working Timetable. This ACOP should be read in conjunction with Parts D and H of the Network Code and the Railway Operational Code (ROC), and does not amend or alter in any way the provisions contained in them.

This ACOP does not focus on the technical development of the timetable. It focuses on the activities that should surround technical development to support and enable successful operational implementation.

### 3. Objective

To minimise disruption to passengers and end users and consistently deliver the benefits of timetable change and committed performance levels through effective operational implementation of such changes.

### 4. Definitions and Glossary

#### 4.1 Capacity Reduction or Train Service Capacity Shortfall

A reduction in capacity of rolling stock vehicles for the purposes of the Franchise Agreement Capacity Regime.

#### 4.2 Contingency Plan

An agreed documented plan produced by a FOC/TOC, and/or Network Rail Route, which describes the actions to be taken and the managerial arrangements which will apply when an event, or events, disrupts normal timetabled operation. Such plans will cover strategic aims and objectives, service priorities, and discrete elements for Restricted Access/Contingent Operation and Service Recovery phases.

#### 4.3 Contingent Operation

The phase following a disruptive event or events when timetabled operation is:

- (a) in an initial disrupted state prior to managerial intervention, or
- (b) replaced by the agreed Contingency Plans, which may include an agreed degraded timetable.

#### 4.4 Calendar of Events

At the start of the Timetable consultation / development period, Network Rail issues a draft Calendar of Events (compiled from Network Rail Route and Operator input) which sets out the key change events for future timetable years that will require significant changes to the timetable to be planned.

#### 4.5 Event Steering Group

Where a change or group of related changes contained in the Calendar of Events is deemed to be significant, Network Rail will set up and chair an Event Steering Group (ESG) with Timetable Participants and Funders. The ESG will drive a smooth transition for the necessary timetable change.

### 5. Principal Requirements

#### – Governance and programme management

#### 5.1 Co-ordination

A timetable change requires transparent co-operation and co-ordination between the relevant TOCs, FOCs and Network Rail. In order to enable the change to be managed, appropriately robust governance is required. It is recommended that the MSP (Managing Successful Programmes) approach is applied to significant change with clarity of objective of the change, clear control and ownership, governance, stage gates, core products and resources.

#### 5.2 Core products

A joint remit and terms of reference should be commissioned and developed by the Network Rail Route and Capacity Planning and the TOC(s). This remit must provide clarity regarding the objective of the change.

A joint suite of programme management documents should be developed following the MSP approach, including a project plan, risk register, resource plan, reporting etc.

Where appropriate an Event Steering Group should be established to project manage the technical development of the timetable.

#### 5.3 Leadership of the change

A single industry lead should be appointed and given authority to programme manage the timetable change across all affected parties with clear director level sponsorship of the change from both the sponsoring operator(s) and the relevant Network Rail route managing director. It is anticipated that in most cases Network Rail will provide this lead to reflect the interfaces across NR Routes and across operators.

## **5.4 Reporting and assurance**

A suitable meeting structure that includes reporting in to the relevant Joint Directors liaison or Alliance Board meeting, working group meetings and regular reporting of progress against the plan and clarity of issues that require escalation must be implemented.

It is also recommended that a peer review of the programme plan takes place at appropriate points in the development and implementation of the plan, utilising the NTF-OG meeting structure and experienced membership already in place.

## **5.5 Early planning for the change**

It is recommended that engagement with the maintenance and operating community across operators and Network Rail takes place very early in the timetable development period in order to inform the timetable planners about the operational feasibility of proposals prior to and during detailed timetable development.

## **5.6 Performance Planning**

Clearly described arrangements for performance planning and assessment, including timetable performance analysis at an appropriately advance stage prior to timetable change, should be put in place. A quantified risk assessment of each such timetable change should be undertaken, and appropriate actions implemented to enable effective risk avoidance plans, mitigations or contingencies to be developed ahead of the timetable change. The assessment of risk should feed into timetable and resource plan development ahead of the timetable change, and any amendments included at the earliest opportunity.

## **5.7 Verification and Readiness Review**

The Programme plan should include formal endorsement and approval from the executives responsible for timetable change. This should confirm the verification of each key area of operations.

Formal readiness reviews with functional owners and relevant management teams should be implemented to test, review and question the approach and arrangements to manage, mitigate and control the effects of timetable change on service delivery. This review should include verification that Contingency Plans on adjacent lines of route for both Network Rail and TOCs/FOCs have been reviewed and adjusted to reflect the changes made to the Timetable.

**6. Principal Requirement –  
Train and Freight  
Operating  
Companies**

TOCs (and to the extent that these arrangements are relevant – FOCs) must have in place Timetable Implementation Plans (TIPs) which describe the operational arrangements to be implemented when timetable change is required. These should be proportionate to the scale of the timetable change planned - acknowledging that practices and tasks will vary according to the scale of change being implemented. These plans must meet the requirements of the Network Code, including Parts D and H and the Railway Operational Code, and shall include the following, all of which should be included within the joint implementation plan owned by the Programme Manager:-

- the foreseeable range of business activities that require review and/or change to implement successfully a timetable change, across the TOC/FOC service geography.
- an appropriate review process of the Train Service Recovery plan, which identifies the actions to be taken during the Service Recovery phase, is undertaken ahead of the timetable change.
- the approach to the provision of passenger information about the major timetable change and the arrangements for proactive communication with customers, including the provision of information, which will be implemented ahead of the planned timetable change.
- the arrangements for the cross functional management of timetable change within the affected TOC/FOC. This should include how communication between affected business functions will be managed with arrangements in place. Consideration should also take into account the number of train crews with the required knowledge that may have changed, or will change, since the previous review and hence adversely affect the robustness of delivery of the new train service or related contingency plans. This should also include advanced review of proposed daily crew workings 'diagrams' and review of the operational implications of new patterns upon train crew planning assumptions and the arrangements for revisions to fleet management at an appropriate advanced stage prior to the implementation of timetable change.
- TOC/FOCs should consider and manage any changes that may affect the deployment of its fleet, revisions to maintenance depot workloads (and, therefore, staffing levels and staff competencies, depot facilities, spare parts, etc.), and fleet maintenance such as increases in mileage or changes to maintenance opportunities driven by revised arrival and/or departure times. Appropriate arrangements to underpin operational performance should be implemented in response to the advanced review and subsequent delivery performance.

This may require some, or all, of the following:

- Changes to planned maintenance activities and/or periodicity in response to maintenance window changes or mileage/duty-cycle changes
  - Changes to depot staff numbers/ rosters or competencies
  - Changes to cleaning or fuelling or servicing requirements
  - Changes to maintenance/ spare part levels or location
  - Alterations to Train Service Provision contracts (where outsourced maintenance is undertaken)
- 
- identify the affected business activities, including non-operational tasks, and consider and implement any changes required. Affected business activities could include cleaning, catering or reservation/ fare setting requirements.
  - Control interface risks between functions and with affected suppliers, other operators and the infrastructure operator. The arrangements for train crew planning and TOC/FOCs should consider and manage any changes that may affect route and traction knowledge of train crews in their delivery of the core train service or the agreed contingency plans, making appropriate arrangements to underpin operational performance.
  - management at an appropriate advanced stage prior to the implementation of timetable change to support resilient resource planning. This should consider whether the established number of heads is appropriate to be able to operate the new Timetable.

## **7. Principal Requirements – Network Rail**

Network Rail must have an operational implementation plan in place which describes the operational arrangements to be implemented when timetable change is required. This plan should be proportionate to the scale of the timetable change planned - acknowledging that practices and tasks will vary according to the changes being implemented. This plan must meet the requirements of the Network Code, including Parts D and H and the Railway Operational Code, and shall include the following, all of which should be included within the joint implementation plan owned by the Programme Manager:-

- Timetable planning rules will be calculated, consulted and applied as a core component of the timetable change. Compliance with the rules will be required by all parties. Where specific issues arise, these must be escalated to the Joint Directors liaison or Alliance Board meeting for support for resolution.



- An early discussion will be facilitated by the Capacity Planning team a year or more ahead to gain a clear understanding of areas for improvement in the timetable from operational practitioners across the industry including signallers, controllers, drivers, planners and performance practitioners. This will inform operator aspirations, and operational concerns will be raised early enough to inform what the TOC bids, and how the Capacity Planning team then develops the plan.
- In the weeks running up to the timetable change a series of face to face Timetable Forums will take place to strengthen preparedness for the overall change to the operational plan.
- These Timetable Forums will be informed by a robust and clear Timetable Change Brief. The Capacity Planning Team will work with the appropriate Network Rail Route in order that Timetable Change Briefs are co-authored with control and signallers, framing them in a language that is clearly understood by front line operations teams.
- NR/L2/OCS/031 [ Issue: 9 ] Risk Assessment and Briefing of Timetable Change (Formerly NR/L2/OPS/031) provides clear guidance and requirements for any risk assessment of the timetable change that the Network Rail Route will lead in preparation for the change.
- Focused mitigation planning work will be undertaken by the Network Rail Route team, in conjunction with the TOCs/FOCs, as part of implementation planning in order to neutralise the current pattern of performance loss at the commencement of a new timetable due to driver and signaller lack of familiarity.
- The Regulation Policy for the Route will be reviewed to identify and address any changes to the policy that may be required as a result of the timetable change.