



System Operator

Event Steering Group Framework March 2024

Version 2.1

Advanced Timetable Team



Abbreviations

| Acronym | Meaning |
|---------|---|
| ATT | Advanced Timetable Team |
| DfT | Department for Transport |
| EAS | Engineering Access Statement |
| ESG | Event Steering Group |
| RACI | Responsible, Accountable, Consulted, Informed |
| SME | Subject Matter Expert |
| TPR | Timetable Planning Rule |



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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.

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 and the benefits from the change realised in the timetable.

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, franchise, and operations. All Event outputs should consider and prioritise the demands of the end user, passengers and freight customers needs should be at the heart of the outcomes.



Part B: ESG Framework

RACI

| | NR Region | NR System Operator | Operators and ESG Invitees |
|--|-----------|--------------------|----------------------------|
| Produce the ESG Framework | C | A/R | C |
| Update ESG Framework as required | C | A/R | C |
| Consult on the contents of the ESG Framework | C | A/R | C |
| Follow the ESG Framework | A/R | R | R |

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.

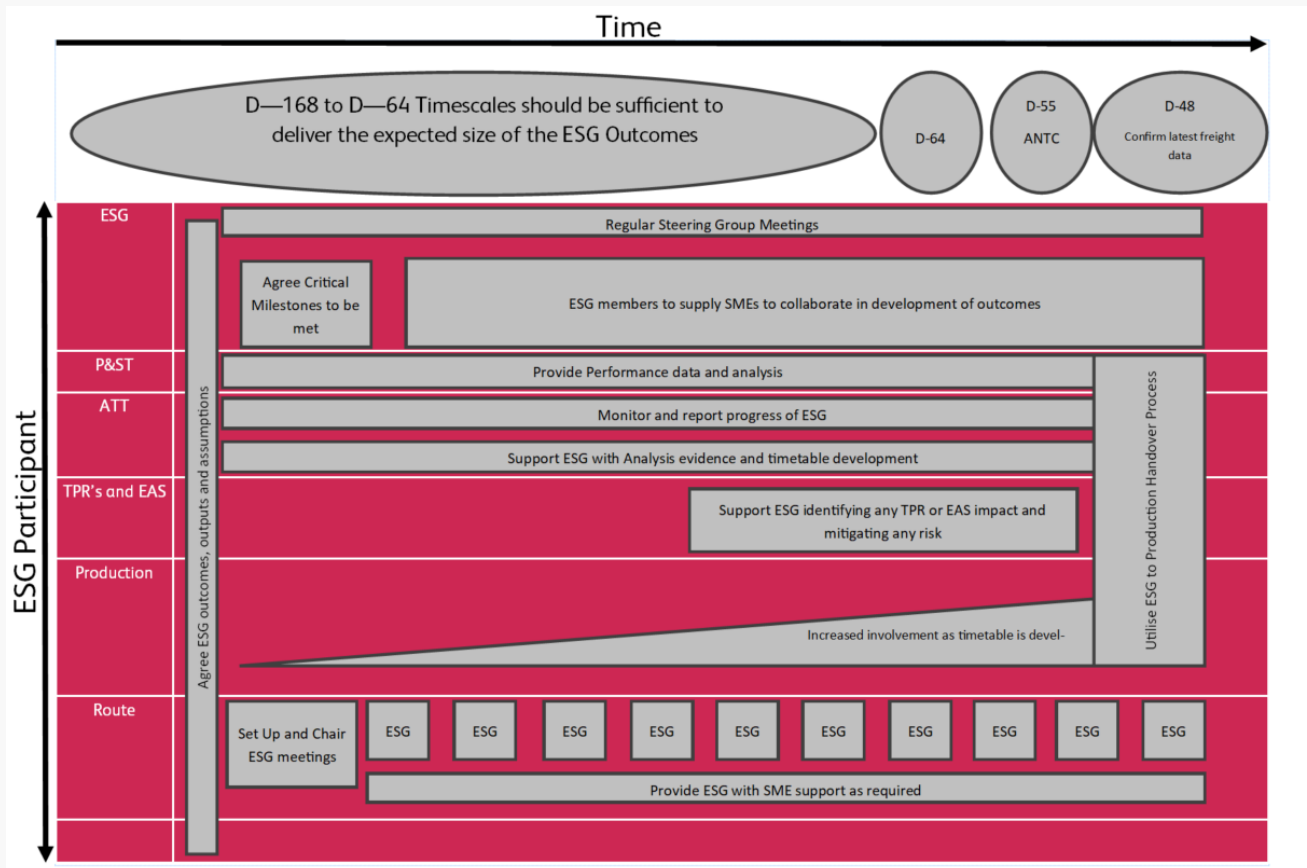
In relation to each Event in the Calendar of Events Network Rail has an obligation under the Network Code part D 7.2 to set up an Event Steering Group. This comprises of representatives from Network Rail, relevant funders and any timetable participants that are likely to be affected by the Event and 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 Freight Transport Association, and other infrastructure managers during the Project.

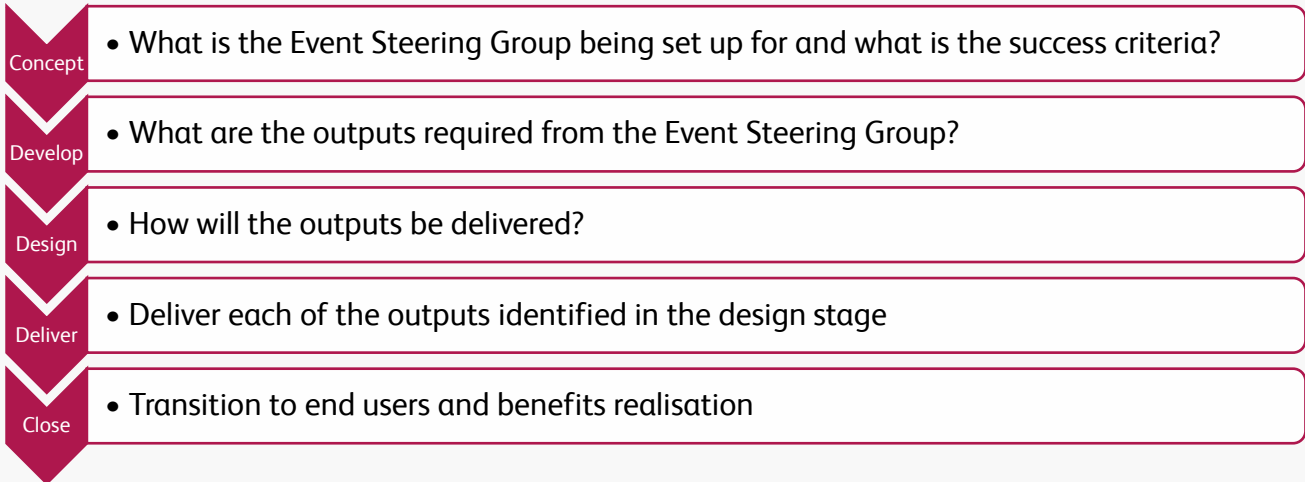


The framework covers the timeframe starting from the addition of an Event to the Calendar of Events through to D-55 for the identified timetable. By D-55 the outputs of the ESG shall be transitioned to the Network Rail Capacity Planning Production team, the effected timetable participants, and all interested parties. It is essential that all timetable development work followed by any performance analysis is concluded in line with the timetable production timescales. Focusing on delivering a complete picture at or before D-55 without overlapping development of the timetable and performance understanding.





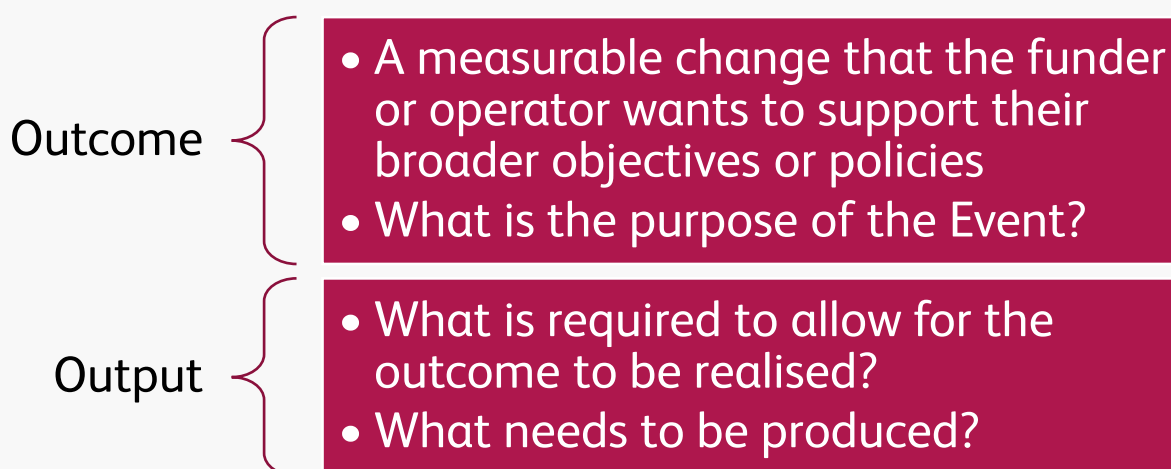
Each ESG will go through a lifecycle comprising of the stages identified below:





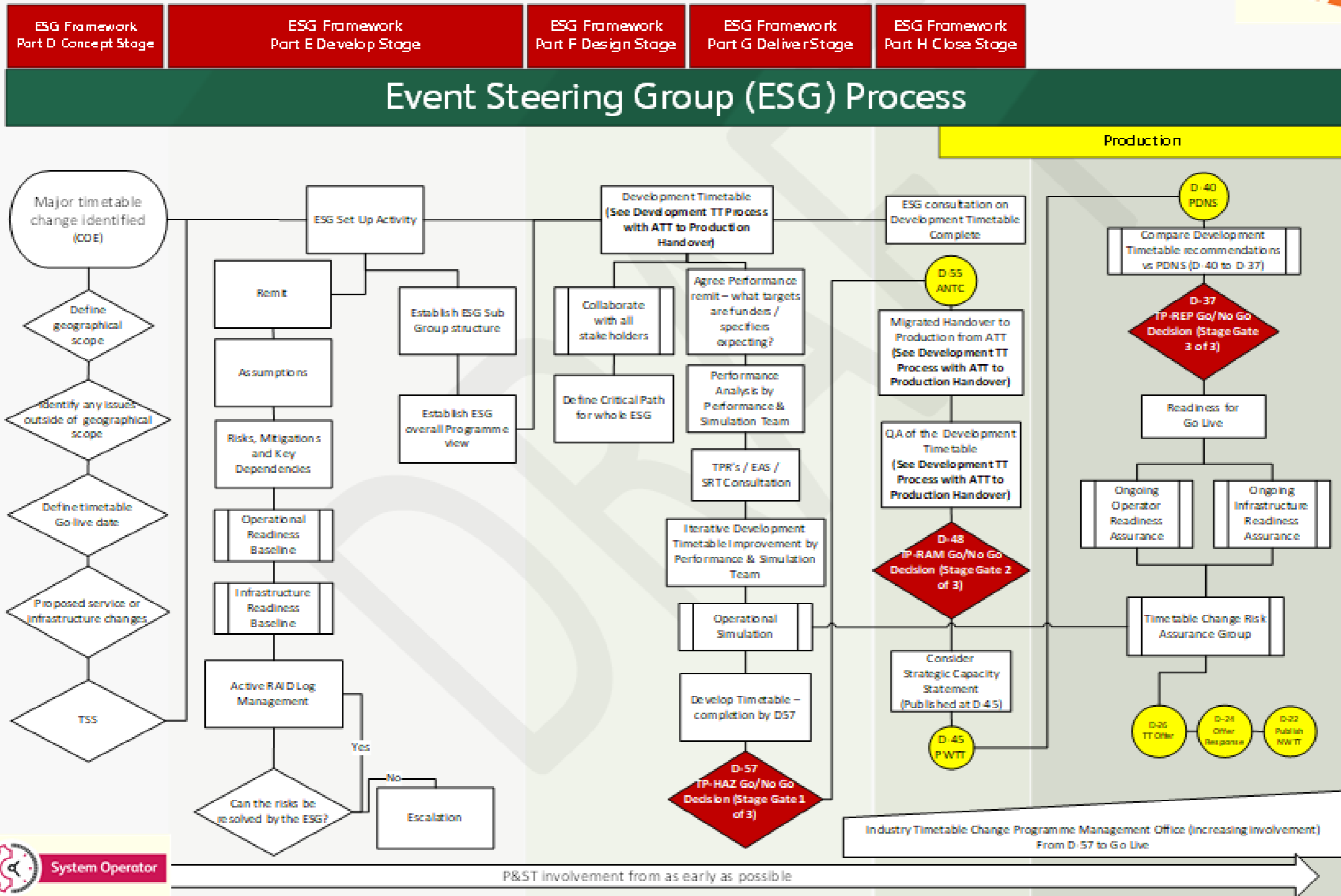
Outcomes and Outputs

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 from the ESG which will support this e.g., a Development Timetable.



Any capacity request beyond those considered as part of the requirements by the ESG should base all capacity allocation decisions on the output development timetable produced by the ESG. This is to make sure capacity allocation decisions are measured correctly against known industry future planning.

ESG Process Map



P&ST involvement from as early as possible

Industry Timetable Change Programme Management Office (increasing involvement) From D-57 to Go Live

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
- Rail Freight Group Transport Association
- Train Operating Companies
- Freight Operating Companies
- Funders

Members from Network Rail departments should be made up from –

- Relevant Route leadership Team
- Capacity Planning Production team including Timetable Planning Rules specialist if required.
- Advanced Timetable Team
- Performance and Simulation Team
- Economic Analysis
- Route Performance Team
- TCRAAG Chair
- Engineering Access
- Level Crossing Teams
- Rail Head Treatment Trains Team
- Strategic Capacity

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



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 upon trade-offs agreed upon or not should be captured and communicated as part of the ESG handover process to Timetable Production.

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

Update for v2.1 of the framework is the clarification that Capacity Planning is both stakeholder and technical deliverer for the output and outcomes of the ESG. Capacity Planning brings together all the necessary technical timetable expertise who's understanding of this framework and ESG development provides the best chances for success.



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
- Deciding way forwards when trade off decisions cannot be resolved by ESG members
- Industry readiness activities
- Appropriate Lessons learned are captured and communicated.

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 Integration of the development timetable into the live timetable



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.

ATT will identify required information/data and obtain it or request support from Chair to obtain.

ATT will collaborate with ESG members to create a development timetable that can be adopted by the Capacity Planning Production department with minimal amendment and with high confidence in quality of the output. 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-

- Construction and/or quality assurance of development timetables (SX, SO, Su)
- Produce standard hour PIFs
- Support handover of the development timetable to Capacity Planning Production
- Facilitate timely collaborative discussions to deliver the development timetable.

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 to begin timetable development
- 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.



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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.
- Providing evidence-based economic data to support the development of the ESG service specification.

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.

The responsibilities of ESG Members outside of Network Rail

All ESG members outside of Network Rail has the role to participate in the development of the timetable providing data, agree assumptions and where possible support with resources.

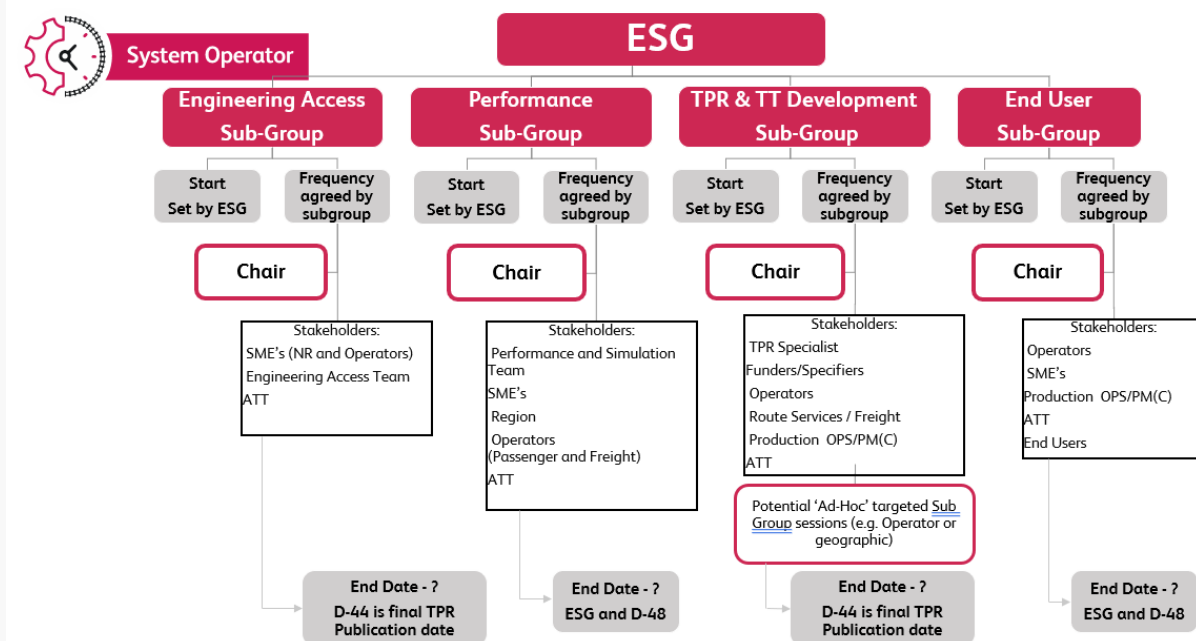
Responsibilities include but are not limited to-

- Provide any evidence in support of assumptions and/or aspirations
- Provide 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.

Recommended ESG Subgroups



Purpose of the Subgroups

Engineering Access – to provide expert view of any modification to accessing the infrastructure, highlighting impacts and potential risks or opportunities.

Performance – to provide expert view throughout the ESG lifecycle on impacts and opportunities on existing and proposed changes to provide clear information to decision makers.

TPR & TT Development – bring industry experts together to collaborate in development of the timetable outputs in a time that allows sufficient understanding and communication of those outcomes.

End User – to put the end user at the heart of the development, making sure end user aspirations are considered as part of the development of the outcomes.



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.

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

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.

Performance

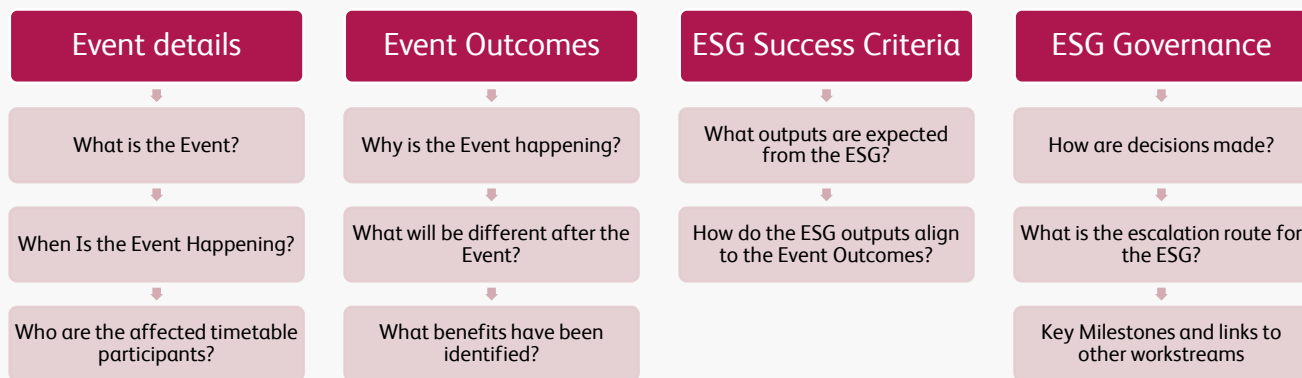
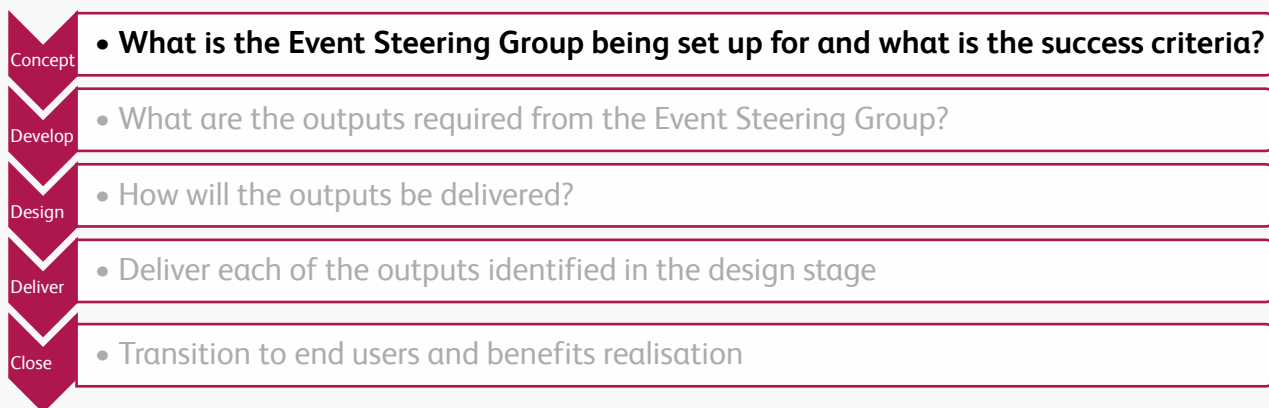
The train performance of the current timetable within the ESG geographic scope needs to be understood, and any learning fed into the development of ESG Development Timetable and/or optioneering outputs. The aim shall be to either improve the performance levels of the specified area, or to maintain performance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



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:





Concept stage

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.



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 assist where required. During concept stage it is critical for the ESG to establish 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.

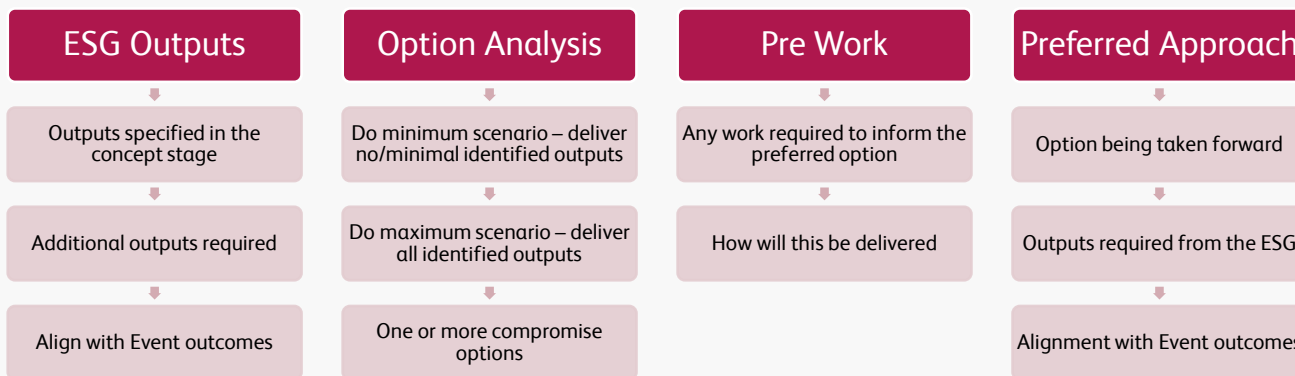
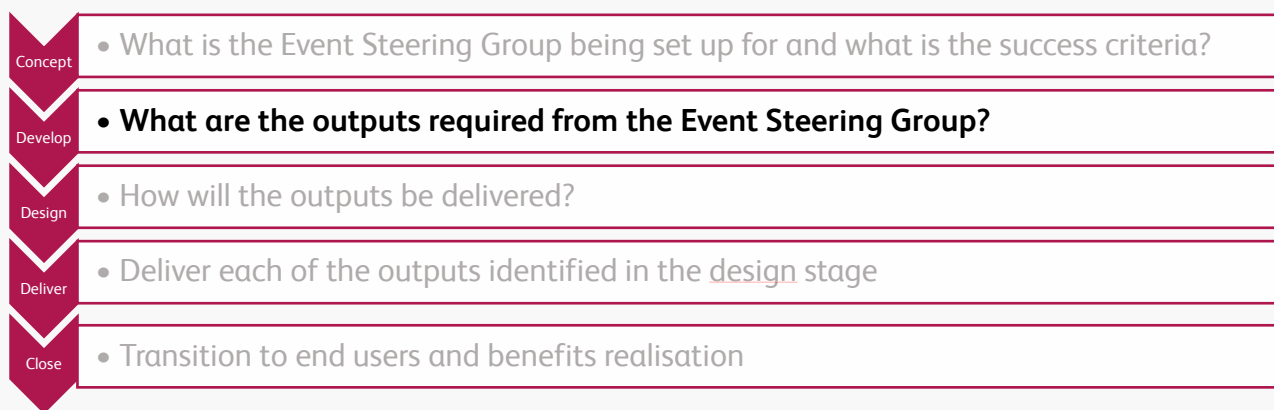
| Task | NR Region* | NR ATT | NR interested parties | Timetable participant | Funders | DfT/TS/ TFW |
|---|------------|--------|-----------------------|-----------------------|---------|-------------|
| Set up the ESG | A | C | I | I | I | I |
| Prepare the draft ESG concept documentation | A | C | C | C | C | C |
| Hold and chair the first ESG meeting | A | C | I | C | C | I |

* If the Event affects multiple Regions, they shall agree a lead which will assume the accountability for the ESG. NR System Operator shall designate a lead Region if agreement cannot be reached.



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.



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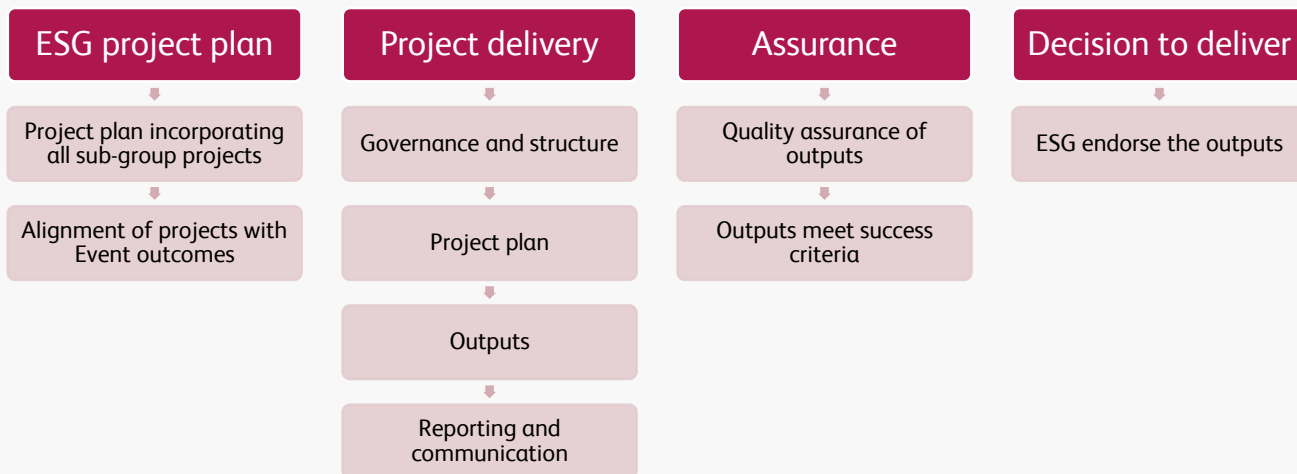
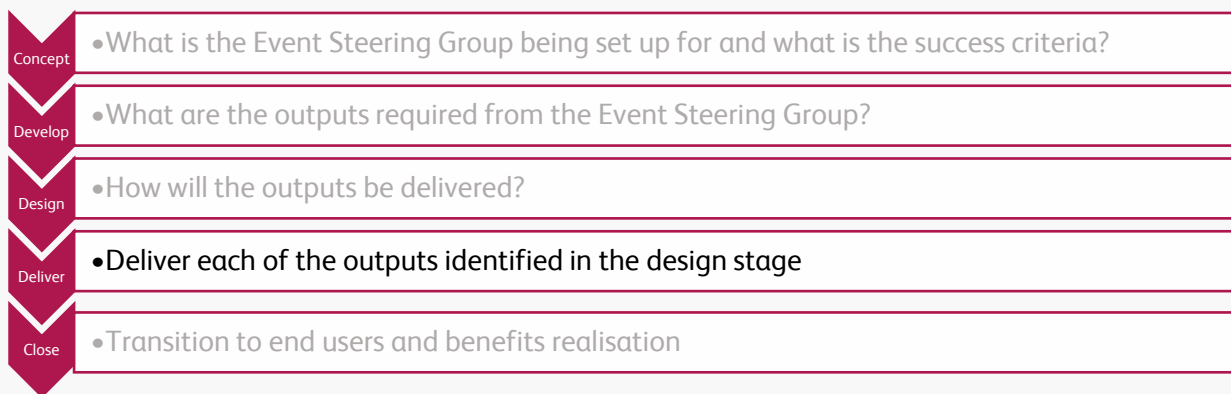


| Task | ESG Chair | ESG PM | Active ESG members | All interested parties | Funders | DfT TS TFW |
|--|-----------|--------|--------------------|------------------------|---------|------------------|
| Prepare the required ESG Develop documentation | A | R | C | I | I | I |
| Identify scenario options | A | R | R | I | C | C |
| Agree scenario(s) to be developed | A | R | R | I | I | I |
| Endorse ESG Develop documentation | A | R | R | I | I | I |



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

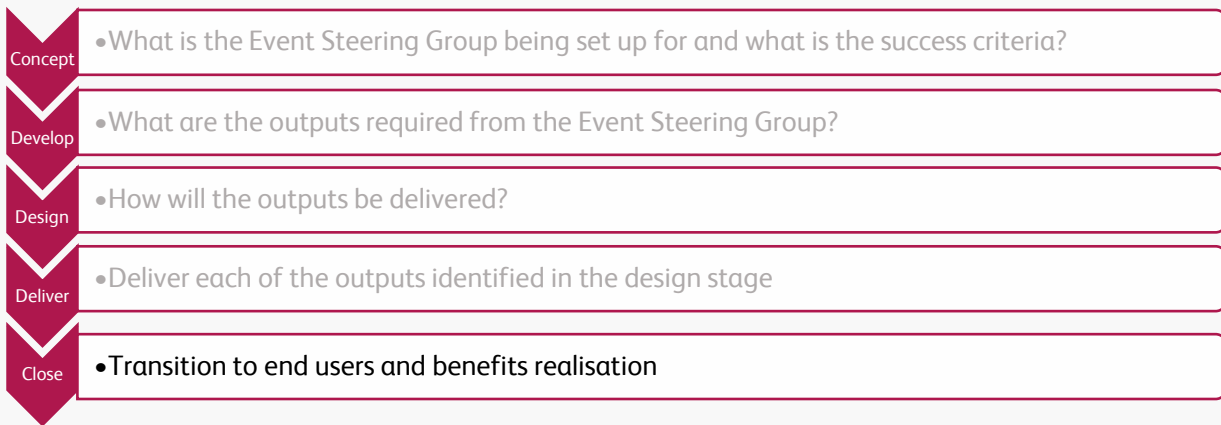
The ESG members, Network Rail and timetable participants, are responsible for delivering the agreed outputs. The remits developed in the design stage specify the required resources to deliver the projects.

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



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 | A | R | R | I | I |
| Handover of outputs | A | R | C | I | I |
| Capture the learning from the ESG | A | R | R | I | I |
| Report on any outputs not delivered | A | R | C | I | I |