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## I KEEP SIX HONEST SERVING-MEN

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I keep six honest serving-men  
(They taught me all I knew);  
Their names are What and Why and When  
And How and Where and Who.  
I send them over land and sea,  
I send them east and west;  
But after they have worked for me,  
I give them all a rest.

I let them rest from nine till five,  
For I am busy then,  
As well as breakfast, lunch, and tea,  
For they are hungry men.  
But different folk have different views;  
I know a person small-  
She keeps ten million serving-men,  
Who get no rest at all!

She sends'em abroad on her own affairs,  
From the second she opens her eyes-  
One million Hows, two million Wheres,  
And seven million Whys!

*Rudyard Kipling*  
*The Elephant's Child*



## **OPERATIONAL PLANNING AND PERFORMANCE: WHO, WHAT & WHY ?**

- The Operational Planning process plans 215,000 train paths every week for UK Train Operators. (34k each weekday, 30k on Saturdays and 17k on Sundays).
- It provides a core service to passenger Train Operators by planning their product (trains) and advertising them through web-based timetables (NRES), pocket timetables and in the NRT (National Rail Timetable).
- Network Rail is the steward of the infrastructure and of the national timetable. As steward of the timetable, it is charged with ensuring that the timetable ultimately reflects, on behalf of the rail industry, the best interests of the passenger.
- Prohibited under EU law<sup>1</sup> from being a train operator, thus must work with the likes of SERCO Railtest to operate “our” trains.
- To fulfil this role Network Rail takes specifications from the Train Operators (this is what train planning is about) and by following contracted agreements and national processes (laid down by UK Rail PLC and approved by the Office of Rail Regulation), sets out to achieve the target - a national timetable with equal opportunities for all operators.
- Network Rail’s ability to increase its revenue stream is fundamentally based on the number of train paths that can be delivered from the existing infrastructure i.e. “white space =

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<sup>1</sup> Enshrined in UK law as the Railways Infrastructure (Access and Management) Regulations 2005



potential revenue. The robustness of these train paths affects the Train Operator's revenue

Due to the prohibitive high cost and long lead time involved in constructing new railway infrastructure, it is certain that effective management of the timetable is the key to delivering a more efficient and cost acceptable service to passengers, to freight suppliers and to the Government. PCAT (Performance & Capacity Analysis Team) based in Tournament House, Paddington, will have been engaged to produce model timetables which will 'test' the usefulness (or otherwise) of all new infrastructure changes.

- Operational Planning is able to give an added value service to Train Operators in the area of timetable development by working with them to produce options for new and/or improved services.
- To deliver a quality of service on the network requires an appropriate level of maintenance and renewal. Operational Planning plans access for Network Rail Maintenance staff and their contractors to maintain and renew the network to ensure appropriate safety and quality standards of the infrastructure are maintained.
- Operational Planning plans the ultimate balance of access to the network for both customers and suppliers.



## FRANCHAISED TRAIN OPERATORS

Arriva Trains Wales

Arriva X Country

c2c

Chiltern Trains

East Midlands Trains

First Capital Connect

First Greater Western

First Scotrail

First Trans-Pennine

Island Line

London Midland

London Overground

Merseyrail

National Express East Anglia

National Express East Coast

Northern Rail

South West Trains

Southeastern

Southern

Virgin Trains

## OPEN ACCESS PASSENGER OPERATORS

Eurostar

Grand Central

Heathrow Express

Heathrow Connect

Hull Trains

London Underground (Bakerloo & District Lines)

North Yorkshire Moors Railway

West Coast Railway Company

West Highlander

Scarborough Spa Express

Cambrian Coast Express

Wrexham, Shropshire and Marylebone Railway

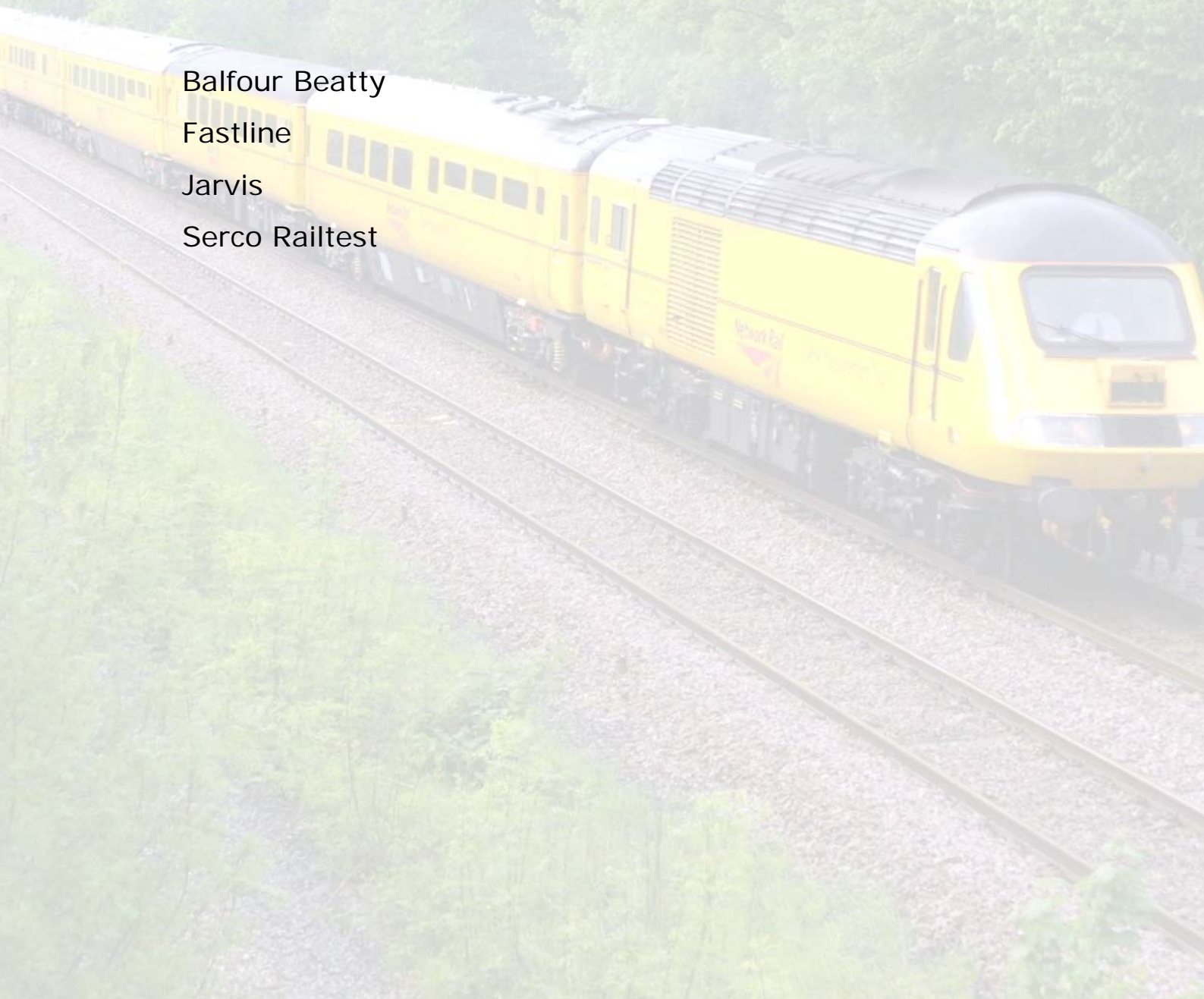


## **PRINCIPAL FREIGHT OPERATORS**

DB Schenker Rail (UK)  
Freightliner Inter-Modal  
Freightliner Heavy-Haul  
First GBRailfright  
Direct Rail Services

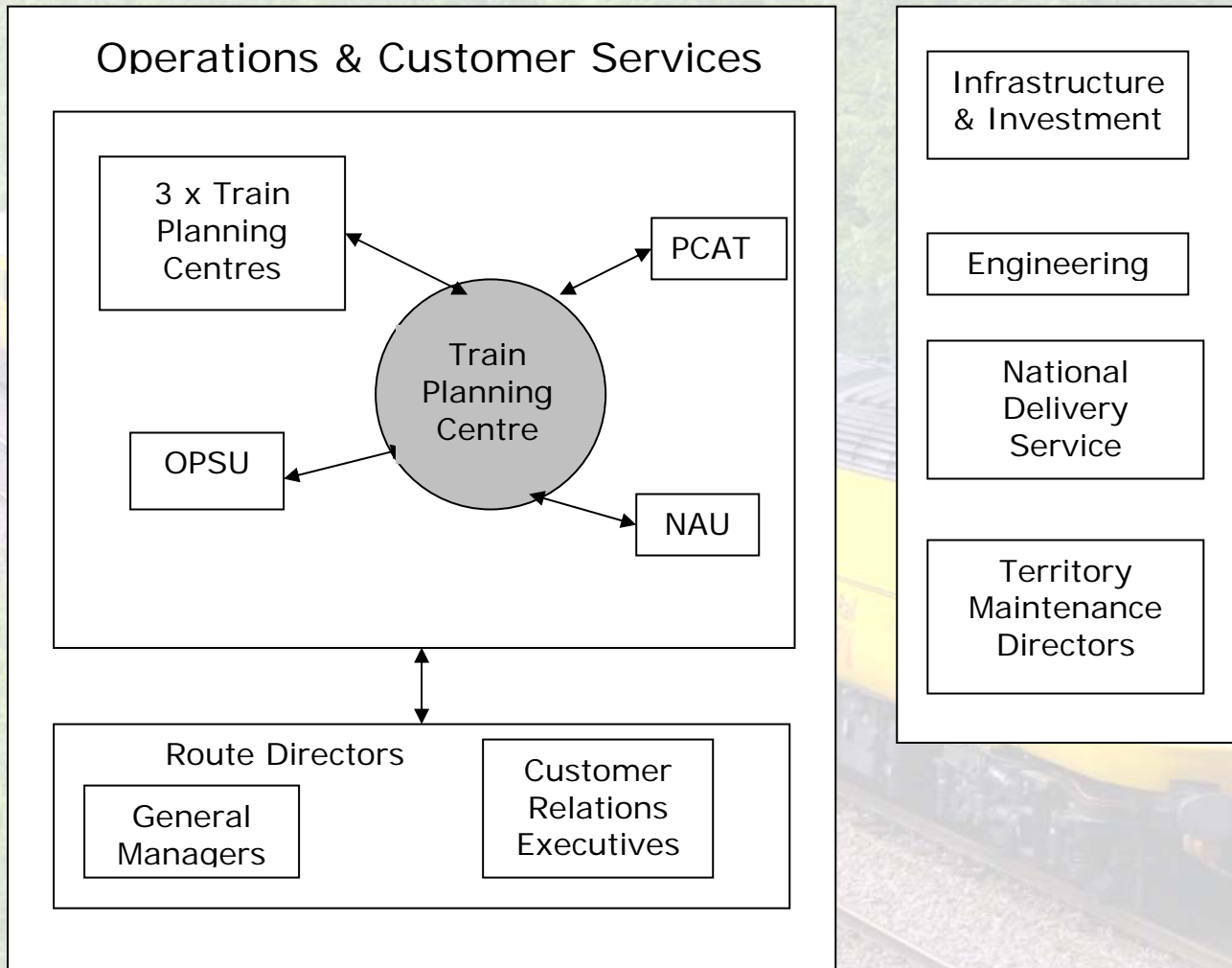
## **OTHER OPERATORS**

Balfour Beatty  
Fastline  
Jarvis  
Serco Railtest



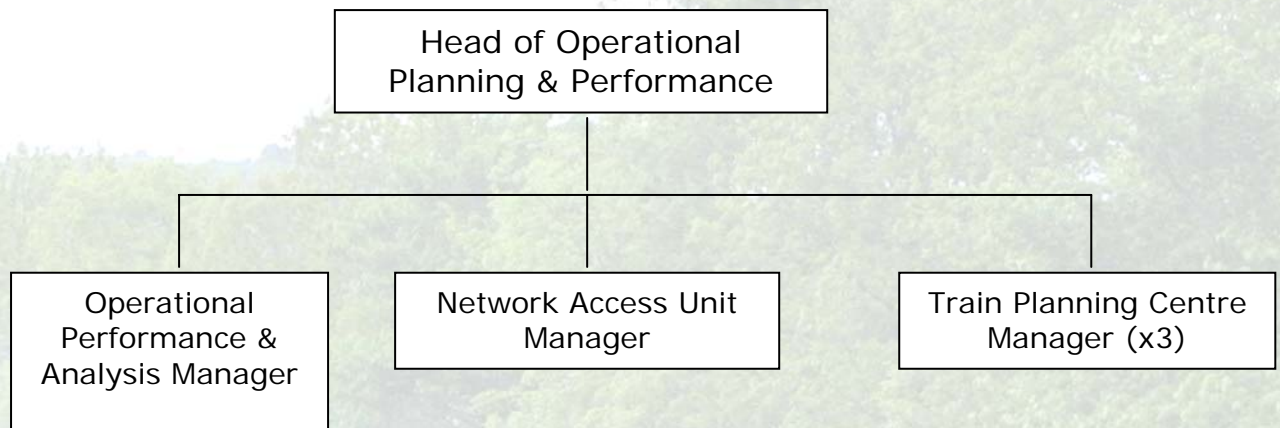
## ORGANISATION AND TASKS

**Where does Operational Planning sit within Network Rail?**





## Operational Planning Structure within Network Rail

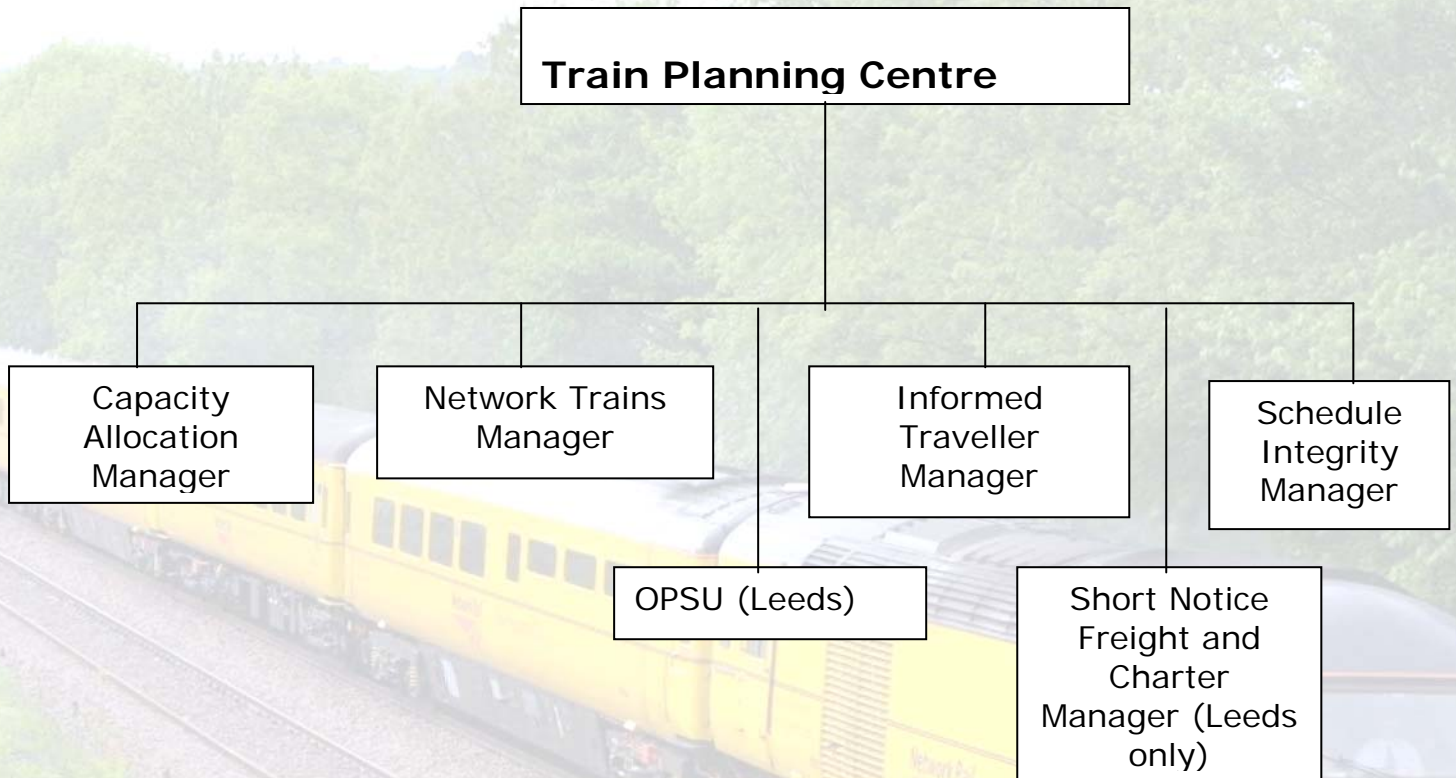


### National Operational Planning Teams

- OPSU TrainPlan, TPS, TSDB, NRT; production / support and maintenance of processes and systems  
Lead centre for freight customers
- NAU Co-ordination of Access requests and implications of Engineering work.  
Custodian of Rules of the Route
- SNFC National Planning of commercial freight planning alterations made within the Day A for Day C timescales  
Development of robust pathways over capacity-restricted routes  
National Planning of Charter Trains
- PCAT Maximises Network Rail's business aspirations through the development of robust Performance Plans and development of future timetabling.



## Train Planning Centre Team



### Train Planning Centre Manager

To lead and direct all aspects of train planning in the Area. Deliver robust and performant Permanent and Amended Timetables which are compliant with Network Rail's Licence obligations, ensuring that plans are delivered to time and quality standards.

### Capacity Allocation Team

Produces the permanent timetable in accordance with industry rules, timescales and procedures. Publishes the information via TSDB /WTT etc.

### Network Trains Team

Develops and validates pathways to accommodate Train Operator's requests for additional and altered services plus other short notice alterations to the permanent timetable (e.g. engineering haulage and yellow plant).

### **Informed Traveller Team**

Develops altered timetables in respect of the Informed Traveller process to accommodate service changes brought about by engineering work plus other alterations requested by TOCs (e.g. commercial requirements at Bank Holidays)

### **Schedule Integrity Team**

Manages the electronic / paper 'bid' receipt and input process for both LTP supplemental and spot bids plus STP and ensuring all data is accurately maintained in the Train Planning systems. Editors of the NRT data and WTT.

### **Short Notice Freight and Charter Team**

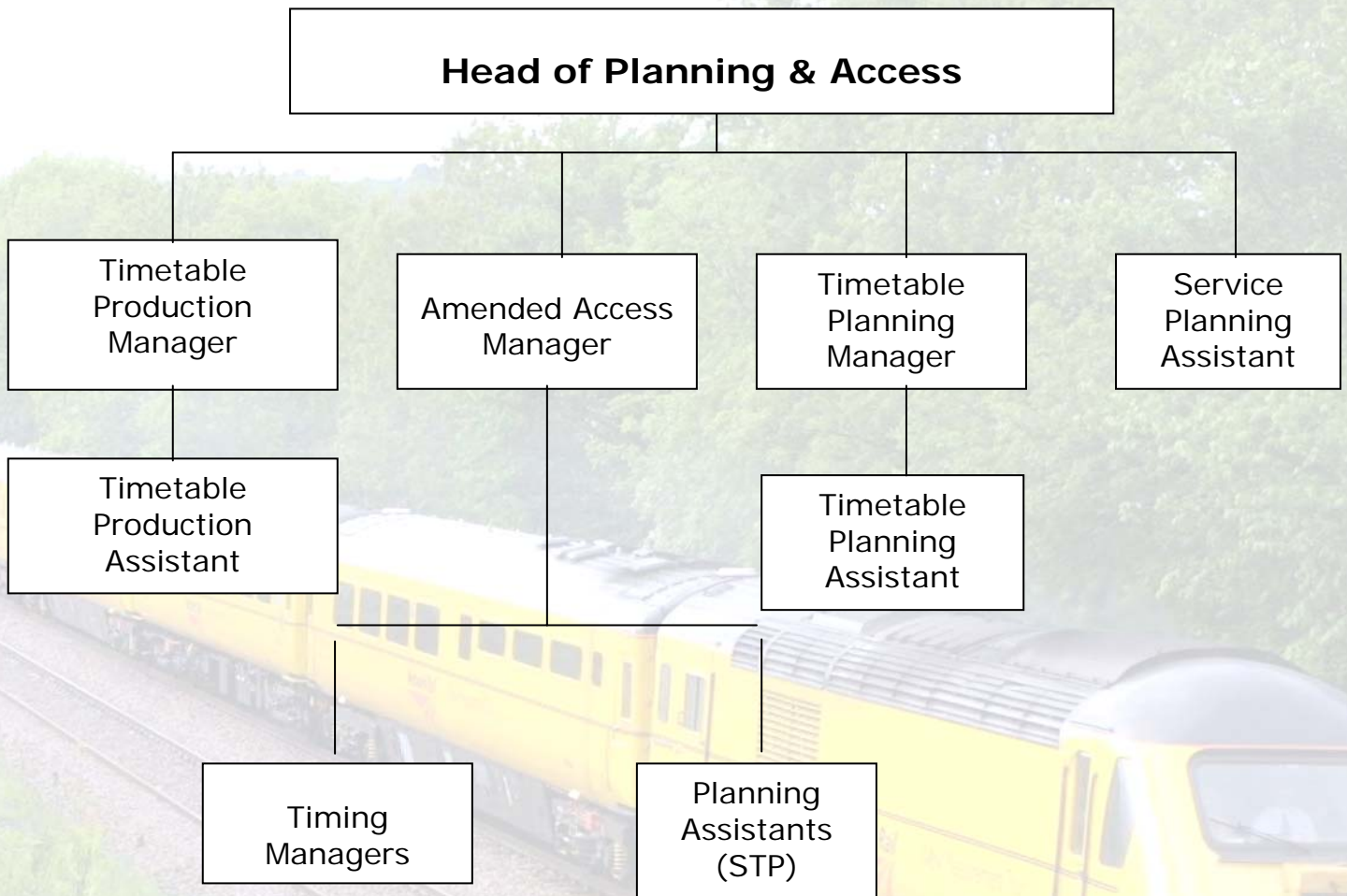
Develops alterations to the timetable to accommodate Train Operators' requests for Charter and freight trains. Located only at Leeds.

### **PCAT**

Analyses data from Operations Systems (eg TRUST and TRUST DA) to provide structured feedback on planning and data errors. Identifies and recommends process improvements to minimise future errors.



## Sample TOC Train Planning Structure



### TOC Train Planning Teams

Each Train Operator has a Train Planning function; although these may be set up in different ways, there are many similarities. An example of how a Train Planning function is set up is as follows:

#### Head of the Timetable Planning Function

This area is concerned with developing the long-term strategy and looks at the development of services to satisfy franchise commitments, the introduction of new trains and services, the examination of new Network Rail infrastructure schemes, developing new Track Access Contracts, compliance with existing franchise commitments and track access conditions including ensuring that compensation is received in line with the agreement with Network Rail.



## **Train Planning Manager's Team**

Focus is on developing the Principal Timetable in December and the Subsidiary Timetable in May. This is based around the Train Operator's aspirations, its Franchise Commitments and its resource base (rolling stock and train crew) with each timetable specification being compliant with the Rules of the Route and the Rules of the Plan

For a Train Operator they will start to develop service proposals in the October before the Timetable Priority Date the following February, unless it is either a major re-write of the timetable or new rolling stock and infrastructure is being provided. In such cases, development work would start much earlier. Once the Train Operator has made its declaration, there is a Timetable Development Period; this is a collaborative approach between Network Rail and the Train Operator. This is followed by a formal Timetable Offer from Network Rail, which enables the Train Planning Manager's team to develop the rolling stock and train crew diagrams along with associated timetable information.

## **Amended Access Manager's Team**

The focus here is on amending the permanent timetable plan as a result of Network Rail possessions to maintain and renew the infrastructure (track, signalling, etc). This is managed through the Informed Traveller process where the Train Operator agrees to Network Rail possessions through the Confirmed Period Possession Plan and submits amended train service bids (may also include bus replacement) to Network Rail at T-18 (18 weeks out from the possession taking place). Within the Informed Traveller process, Network Rail provides formal Offers to the Train Operators who then produce amended timetables, rolling stock and train crew diagrams.

## **Timetable Production Team**

This area looks at providing timetable information to both customers and internally to other functions within the business, both for the development of the permanent plan and for the development of amended timetables as a result of Network Rail possessions. Whilst the type of information and publications produced for customers may vary by operator most will focus around producing timetable guides, route cards and station departure posters. Internal information looks at producing timetable circulars and station working books. Timescales within



this area are based around when the formal timetable offers are received and typically start around 20 weeks before commencement of the timetable.



## SYNDICATE EXERCISE

Take one of the following topic areas<sup>2</sup> and put together a short presentation to set-out, for the other course delegates, what you think are the main issues:

Q1 – With which external bodies/customers does NR Operational Planning & Performance Teams work with and in what way?

Q2 – Who are the customers of a Train Operator's train plans?

Q3 (a) Why is pleasing the customer so important?  
(b) What does a customer want from a supplier?

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<sup>2</sup> Make sure you know what topic area your syndicate is to report back on



## SYNDICATE FEEDBACK



He began inventing these stories in his American wife's hometown of Brattleboro, Vermont, to amuse his eldest daughter "and they have served ever since as a source of laughter for children everywhere. READ an excerpt here:

<https://www.penguinrandomhouse.com/just-so-stories-by-ru/> I KEEP six honest serving-men. (They taught me all I knew); Their names are What and Why and When. And How and Where and Who. I send them over land and sea, I send them east and west; But after they have worked for me She keeps ten million serving-men, Who get no rest at all! She sends'em abroad on her own affairs, From the second she opens her eyes" One million Hows, two million Wheres, And seven million Whys! Answer. Terms in this set (9). i keep six honest serving men ( they taught me all i knew); their names are what and why and when and how and who. i send them over land and sea. i send them east and west. but after they have worked for me. i give them all a rest. but different folk have different views. i know a person small. she keeps 10 million serving men. who get no rest at all. she sends'em abroad on her own affairs. I keep six honest serving-men (They taught me all I knew); Their names are What and Why and When And How and Where and Who. I send them over land and sea, I send them east and west; But after they have worked for me, I give them all a rest. I let them rest from nine till five, For I am busy then, As well as breakfast, lunch, and tea, For they are hungry men. But different folk have different views; I know a person small" She keeps ten million serving-men, Who get no rest at all! She sends'em abroad on her own affairs, From the second she opens her eyes" One million Hows, two million Where I KEEP six honest serving-men (They taught me all I knew); Their names are What and Why and When And How and Where and Who. I send them over land and sea, I send them east and west; But after they have worked for me, I give them all a rest. I let them rest from nine till five, For I am busy then, As well as breakfast, lunch, and tea, For they are hungry men. But different folk have different views; I know a person small" She keeps ten million serving-men, Who get no rest at all! She sends'em abroad on her own affairs, From the second she opens her eyes" One million Hows, two million Where