



Joint Performance Strategy

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Executive Summary

South Western Railway (SWR) and Network Rail Wessex share a joint vision of *a high performing railway delivered together*, one that provides a reliable, resilient, and customer centered service across the network. This Performance Strategy sets out our shared plan to restore and improve punctuality and cancellations in line with both the Network Performance Board (NPB) Performance Restoration Framework and government expectations for a more dependable railway.

Our ambition

We are setting out an ambitious multiyear improvement trajectory that contributes meaningfully to the national goal of progress towards 90% On Time to 3 and 2% Cancellations. This ambition to meet the targets set out below is supported by credible, resourced plans across the Whole System Model.

Metric	24/25	25/26	26/27	27/28	28/29	29/30	30/31
Time to 3	84.2%	83.4%	84.5%	85.6%	87.6%	88.2%	88.5%
Cancellations	3.9%	3.8%	3.4%	3.1%	2.7%	2.2%	1.8%

This trajectory reflects SWR and Network Rail Wessex's joint contribution toward achieving a stable, reliable service, aligned with customer expectations and national performance goals.

Current performance context

Our current performance remains below target, driven by a combination of Asset reliability, key external factors – most notably trespass and weather, crew availability and complexity of diagrams and the challenges of fleet introduction. Based on current PIPs and risks, the 2025/26 forecast is 84.1% T3 and 3.8% cancellations, underlining the need for a sustained, whole system approach.

The opportunity for improvement.

South Western Railway and Network Rail Wessex enter 2026/27 with performance expectations rising, demand is rising, and our railway is undergoing the most significant period of structural change for several decades. Against this backdrop, our shared ambition remains unchanged: to deliver a high performing railway together, built on reliability, resilience and a focus on customer experience.

Over the past year we have strengthened the foundations of our joint performance system, working in closer partnership than ever before. This strategy reflects that growing maturity. It sets out how, through unified leadership and a whole-system mindset, we will stabilise performance in the near term while laying the groundwork for the improvements we hope to deliver through fleet modernisation, improvements to infrastructure reliability and improvements to our Operating Plan.

A key driver of change this year will be the continued introduction of the Arterio (Class 701) fleet, which represents a rare opportunity and step forward for suburban services. These trains are starting to show demonstrate faster point to point timings through improved acceleration and braking. We will not be taking these benefits as Journey Time savings in the short and mid-term and will instead be reviewing the position of allowances in the plan to optimise the T3 benefit of these new trains. These benefits are likely to be offset initially by reliability, as the new fleet beds in and realising these benefits requires a substantial programme of crew training and operational adaptation. This strategy reflects the careful balancing act of embedding a new fleet while maintaining service reliability across one of the busiest networks in the country.

Performance on the Wessex Route is increasingly shaped by external factors, such as weather volatility, trespass and fatalities, which remain among our most significant risks. Our response has evolved into a far more proactive and intelligence led approach. The development of unified policing and security models, the introduction of enhanced drone capability, the use of mobile CCTV and targeted physical interventions all reflect our determination to reduce incident frequency and impact. These innovations are complemented by strengthened seasonal resilience, good forecasting and more sophisticated decision support tools that help our operational teams to manage emerging risks in real time.

At the heart of our ability to deliver consistent improved performance is the timetable and importantly the wider operating plan for stock and crew that delivers the timetable. We continue to refine and stabilise it through a programme of incremental improvement grounded in live data, operational insight, and planning. This includes work to address subthreshold delays, refine dwell and running time assumptions, and reduce the chance of conflicts that consistently occur at key junctions. We will also be applying the newly established NPB 'Planning Timetables to Optimise Performance' principles. We are placing additional resource in our Train Planning team to review our existing Train Plan against these principles and identify incremental improvements over the next 18 months.

Looking ahead to the forthcoming timetable recast, currently targeting December 2027, offers a significant opportunity to reset the Operating Plan and unlock performance benefits that cannot be achieved through incremental change alone. Our joint teams have set out a programme to model the trade-offs, dependencies and customer outcomes to ensure that this recast delivers the right balance between extra capacity and improved performance. Importantly, a strategic review of the complexity of our crew and stock diagrams and the potential contribution of these factors to delay spread is part of this work. It will be critical to launch a timetable change only once confidence levels are high around delivery of all elements of the plan. For this reason, it remains possible the major change will be held back until May 2028.

People remain at the centre of our capability. Whether in stations, depots, control or out on the infrastructure, the skill, and professionalism of our colleagues underpin everything we achieve. We continue to strengthen crew availability through improved establishment planning, enhanced training pathways and a refreshed, evidence-based approach to attendance and resource management. Within control, we are embedding new training, clearer responsibilities and a more structured operational model that supports faster recovery from incidents and a more consistent service for customers.

As we look across the infrastructure, we see both progress and challenge. Targeted renewals, reliability programmes and improved asset data are beginning to reduce some of the most persistent sources of delay. However, life-expired assets, a more volatile climate and increasing utilisation require continued focus, discipline and attention. Through collaborative planning and shared ownership of high impact sites particularly at Woking, Clapham Junction, Basingstoke and other critical nodes we are taking a more integrated approach to how we maintain and operate the railway.

The year ahead will require focus, flexibility and teamwork. With the clarity of this strategy, the capability of our people, and the partnership that now defines the Wessex operation, we are confident that we can deliver improved train performance for customers and the wider railway, not just stabilising performance today, but building a better, more reliable railway in the years to come.

Performance Strategy

Summary by whole system model

Operating plan

Application of NPB Principles to Optimise T3 in timetabling

We are applying the newly established Network Performance Board (NPB) 'Planning Timetables to optimise T3 Performance' guidance across the next four timetable change windows to make incremental improvements to the base operating plan and maximise T3 performance. These changes are being progressed collaboratively through the Train Planning Unit as part of both day-to-day planning and the wider Timetable Transformation Programme, with improvements released incrementally as they are identified.

Metroisation (Reducing Small Delays and Improving Operational Discipline)

Metroisation continues as a programme of continuous improvement focused on eliminating small and subthreshold delays through enhanced dwell discipline, better traincrew readiness, and more consistent junction working. We will develop or enhance processes to better manage incidents through local empowerment and coaching, tactical resourcing of security and response staff, customer behaviour comms, support tool development and adjustments to the station environment. This work will be embedded through joint Network Rail and SWR working groups, with changes implemented incrementally through minor timetable updates and operational process refinements.

Access Optimisation Programme

The Access Optimisation Programme is aligning planned engineering access more effectively with the timetable to minimise unplanned disruption and improve overall route resilience. Work includes adjusting access windows to better support maintenance efficiency and exploring opportunities with Maintenance and Asset teams to increase line speeds when accelerating away from stations, maximising the capability of the Class 701 fleet. These improvements will continue to be incorporated as part of the Timetable Transformation Programme.

December 2027 Performance Led Timetable Recast

The December 2027 timetable change represents a significant opportunity to deliver a performance-led, Operating Plan change. Historical plans for the change are primarily efficiency and capacity focused. These are presently being tested to see if amendments can be made to the structure of the timetable plan to improve T3 outcomes. A parallel assessment of strategic changes to crewing plans (see People section) is being undertaken assessing several options including changes to the present level of full crew working and segregation of diagrams by line of route/ service group, alongside other strategic choices. Delivery remains targeted for December 2027 at the earliest, with incremental improvements made in advance where possible. It is possible, depending on final scope, that a full Operating Plan overhaul will need to take place over the two timetable windows of December 2027 and May 2028.

SRT and Dwell Time Optimisation

We are aligning sectional running times and dwell allowances with real-world operating data to better reflect how the system currently performs. This work ensures planned timings are achievable, reduces unnecessary variability, and creates a timetable that supports stable right time departures and arrivals. Adjustments will continue to be implemented across forthcoming timetable change windows in line with Timetable Transformation Programme milestones.

Junction Throughput Improvements (Woking & Basingstoke)

Targeted throughput improvements are being developed at Woking and Basingstoke—two of the highest impact junctions on the Wessex network. Work includes improved sequencing, regulation principles and conflict removal to increase flow through these pinch points. These enhancements form part of the ongoing timetable optimisation work and will be delivered in stages aligned with upcoming timetable changes and the December 2027 timetable recast.

Resource - People

Traincrew

SWR current train crew cancellations are 0.7% MAA (P2611), and rest day working is around 13.8%, of which nearly 4% is required for release for class 701 training.

Resourcing has been a particular challenge due to the major Arterio introduction programme and will continue as we train drivers and guards. The training need is substantial as the new trains are very different to those that they are replacing, and the method of door operation is changing. Although the training inevitably leads to a reduction in traincrew resilience, the long-term benefit will be substantial in terms of performance and customer experience.

We are delivering the training course at maximum capacity to ensure sufficient crew for the units in service, but this does significantly impact resilience for cover turns and our ability to reduce rest day working. However, this is a temporary situation and delivery of the programme will reduce cancellations due to availability and rest day working.

As of January 2026, 30 class 701 units are in service and after a planned pause over the festive period, rollout continues as per plan.

Drivers

Twenty-four drivers complete the 10 car Class 701 course every two weeks on average. At the current rate, all drivers should have completed the course by summer 2026, although this will be contingent on availability of training resource and units. As of September 2025, new drivers who require 701 traction knowledge will qualify with the relevant competence. There will also be a much shorter course to familiarise drivers with processes specific to the five-car 701 units (such as coupling) but will be a much smaller resource requirement.

Guards

Eight guards complete the course every week, and completion is expected to be slightly before the driver training finishes.

Traincrew seven-point plan

We have designed a traincrew strategy based on the Seven-Point Traincrew framework.

1. A 5-year workforce plan for train crew, based on a resilient establishment.

- We are recruiting to increase establishment – planning for an additional 150 drivers recruited and trained. With expected attrition, this will result in around 110 more drivers than current establishment in approximately two years.

- We have developed a revised establishment calculator with a more sophisticated methodology based on the RDG calculation approach, which is substantially improved from the 2017 version and is weighted to the most recent three years of data for calculations. It includes dynamic depot-specific profiling of retirement ages, along with other causes for leaving or availability, such as long-term secondments (e.g. driver manager secondments). Some secondments, including a number created for the 701 project, will end in line with training completion and will, therefore, not be included in the calculations, but they will give an increase in availability in the short term. Sickness and off-track values have been updated in the calculator to reflect the post-COVID normal of 6% and 3% respectively. The average increase in requirement caused by STP changes has also been factored in.
2. *Have enough productive train crew to run the service with 0.5% traincrew cancellations and 2.5% baseline rest day working.*
- The increase in establishment and completion of training described in point 1 will enable us to deliver the service with less than 0.5% traincrew cancellations, and substantially cut rest day working requirements to around 2.5%. However, future events such as timetable changes could require a transient increase. We are recruiting and training to the maximum capacity of the training school ~12 trainees per period starting/finishing. We should achieve the full increased productive establishment within 2 years.
 - 701 driver training is 44% complete as of September 2025 – around 48 drivers complete per period and 16 guards (also 44% complete) and should be fully delivered around mid-2026 which substantially increase availability.
3. *Resolve policy on Sundays in the working week: it is more expensive but drives lower cancellations.*
- This is not applicable to SWR drivers or guards.
4. *Drive down the causes of unavailability.*
- See previous detail in points 1 and 2. Additionally, an externally led series of workshops has thoroughly reviewed the attendance management process and other areas of unavailability, and the attendance process is being overhauled as a result. All long-term sick and off-track cases are reviewed periodically.
5. *Remove local (sub operator / depot) terms and conditions that restrict productivity, efficiency, and use of technology - through negotiation.*
- Some local agreements are required for the duration of 701 training, and others would not have a noticeable effect on cancellations.
6. *Review all aspects of train crew training.*

- The new driver training course time did increase post pandemic, but the duration is nearly back to pre-COVID timescales. New trainees are no longer being trained on legacy stock if they are unlikely to need to drive these units, which reduces the time and resource for the training. More use of tablets, email communication and other technologies is being implemented and promoted (e.g., CDAS which is not mandated but more drivers are using it), and Trainee Drivers now pass out competent on the core route between Waterloo and Woking.

7. Improve the quality of train crew and support teams through standardised training.

- All driver managers at SWR hold driver competence.
- A new Assistant Head of Drivers has been appointed, who has been tasked with standardising processes from recruitment to training and competence management. A review of driver management numbers will be carried out and driver instructor (DI) numbers are monitored to maintain a pool of DIs of sufficient size to deliver training requirements according to predictions.
- Additional psychometric testing has been added to the selection process based on experience of other TOCs (e.g. Southeastern). Driver managers have had additional interview and selection training to help identify candidates who seem unsuitable despite passing tests. Driver manager attrition forecasting also overhauled (see section 2 above). Driver instructor and driver manager talent pools have been developed and driver instructor establishment of around 10% is being maintained. SWR has been influential in the design of the Train Driver Academy, sharing and standardising the training in line with this approach.

Crew optimisation strategy

We have carried out analysis to establish the likely impact of the decrease in full crew working (FCW), which showed that although better alignment of driver and guard diagrams could reduce the number of delays in some locations, wholesale reintroduction of FCW is not likely to be the right solution across the network. As such, we are considering options such as service group segregation, diagram simplification, some increases in FCW, 'in and out' working, crew relief points, strategic spares, diversionary route knowledge, buffer time and depot location. Some targeted changes are likely to be made in the short-term such as on Weymouth and Portsmouth services with a view to having a comprehensive overview for the December 27 or May 28 recast.

WICC Training & Role Uplift

The Wessex Integrated Control Centre (WICC) is implementing a role uplift programme to clarify responsibilities and enhance competence across all control positions. This includes structured training modules, competency frameworks, and scenario-based exercises to ensure staff are equipped to

manage complex incidents confidently. The initiative supports a culture of operational excellence, improving decision-making consistency and reducing performance risk during disruption.

Infrastructure Teams – Time to Site/Fix and No Fault Found

Infrastructure teams have intensified a programme of targeted interventions to reduce time to site, time to fix and No Fault Found outcomes, with a strong focus on both capability and tooling. The rollout of sandpit days has been central to this effort, providing structured, localised mentoring and hands-on technical training across S&T and P-Way teams to address gaps in underpinning knowledge and improve the quality and speed of first-time fixes. These sessions are being expanded across the DU, supported by new training pods and enhanced fault-finding scenarios to increase confidence in complex areas such as torsional back drives, AC track circuits and points reliability. In parallel, the introduction of digital U-Guides now implemented across the Outer DU has significantly strengthened fault-diagnosis capability, enabling engineers to rapidly identify repeat and NFF patterns and apply consistent, step-by-step checks when responding to incidents. This is planned for roll out across the entire delivery unit. This is complemented by wider digital maintenance improvements including drone inspections, digital record cards and enhanced visibility of track characteristics, all helping teams pre-empt failures and target responses more effectively. Together, these measures are building a more technically confident frontline workforce, reducing avoidable delays, and improving the overall efficiency and reliability of incident response.

Fixed Infrastructure

Farncombe–Petersfield (F2P) signalling renewal

The Farncombe–Petersfield digital signalling renewal delivers a major upgrade to one of the most operationally sensitive areas of the route, replacing legacy equipment with modern, fault resilient systems. Completed in November 2025, the introduction of axle counters is expected to improve performance particularly during the summer, when historical heat-related failures have been most prevalent.

Waterloo & Wimbledon S&T marginal gains plan

Targeted reliability improvements are being delivered along the Waterloo–Wimbledon corridor, focusing on high impact signalling and points assets. Ring logging activity has been completed, enabling deeper diagnostic insight, while the introduction of Fibre Transmission Technicians from January marks a step towards full technical competence by early 2027. Ringlogging activity has been completed, enabling deeper diagnostic insight, while the introduction of Fibre Transmission Technicians from January marks a step towards full technical competence by early 2027.

Queenstown Road renewal (December 2025)

The completed renewal of Queenstown Road over Christmas 2025 has modernised a key junction on the South Western Main Line, allowing the removal of a longstanding temporary speed restriction. This upgrade enhances operational fluidity on one of the most constrained inner suburban sections of the route.

S&T response enhancements (Waterloo–Wimbledon)

Enhanced response capability between Waterloo and Wimbledon is shortening the time taken for signalling and telecoms teams to reach and resolve incidents. By reducing incident duration in one of the busiest parts of the network, this initiative forms an essential part of the wider marginal gains programme.

Havant relock / recontrol (2027–28)

The Havant area will transition from aging interlocking to modern signalling control between 2027 and 2028, significantly reducing failure risk on this coastal corridor. Interim work is underway to improve SIMIS reliability ahead of the main renewal, which is planned for the Easter 2027 engineering window.

TEML upgrades (Christmas 2028)

TEML assets are scheduled for renewal in Christmas 2028 following the completion of the current consultation process, after which they will transfer into Network Rail ownership. This upgrade will modernise outdated systems and streamline long-term maintenance arrangements.

RCM expansion

The expansion of Remote Condition Monitoring is increasing real-time visibility of points, track circuits and power assets, enabling engineering teams to identify emerging issues before they escalate into service affecting failures.

Proactive asset intelligence (e.g., FRoOG)

The deployment of proactive asset intelligence tools such as FRoOG is enabling more effective targeting of repeat impact assets. By identifying systemic failure patterns, engineering teams can direct interventions to the highest risk locations.

Asset Masterclass

The Asset Masterclass programme is improving engineering capability through standardised best practice instruction on inspection, maintenance and incident management. This fosters consistency across teams and strengthens the quality of frontline technical delivery.

Hotshot Train (thermal imaging diagnostics)

The Hotshot Train is a Class 450 unit fitted with advanced thermal imaging cameras that continuously scan the track and lineside infrastructure while in service. This technology identifies earlystage defects—such as overheating components or failing cables—long before they manifest as operational failures. The data captured enables maintenance teams to intervene earlier and more precisely, supporting a shift toward predictive maintenance across the Wessex Route. Early fault detection reduces the risk of high-impact failures, minimises disruption and strengthens the overall resilience of the infrastructure.

Resource - Fleet*Class 701*

The core pillar of the fleet strategy is the continued rollout of the class 701 Arterio fleet to replace legacy trains across our suburban network. Once embedded, these new trains will provide improved technical reliability, performance, and customer experience. The introduction programme has accelerated during the past year and our anticipated rollout programme is on track and will enable us to retire class 458s and redeploy class 450s. As many of the units have been in storage for some time, the deployment is supported by a robust readiness process for each unit.

Period	Number of units in service	Opportunity
25-11	34	No longer reliant on class 455s
25-13	38	No longer reliant on class 458/5
26-01	40	Some class 450s released to strengthen mainline
26-05	51	No longer reliant on class 458/4
26-09	63	Rollout complete – several class 450s will have been released to other parts of the network.

Alstom are rolling out a major software update to address several issues that have manifest across all Aventura fleets, which should fix a variety of faults affecting systems, including HVAC, Passenger Information Systems, ASDO and TMS. Regular reviews with Alstom are carried out to improve the reliability of the fleet. Additionally, a new Arterio Programme Director has been appointed who is working with all affected departments, and supported by the Performance team, to focus on improving all aspects of the new fleet operation alongside the introduction programme.

Class 444/450

High Speed Circuit Breaker (HSCB) relay replacement programme is expected to complete by the end of Q1 and should reduce a common cause of unit failures.

Door and couple faults remain a key focus for the maintenance teams and Siemens are introducing a 'Maintenance Excellence' programme across their depot teams that will initially focus on quicker diagnosis and repair of those faults. The new process will be in place and a review cycle to evaluate and refine the processes will have started by the end of Q1. This should reduce repeat failures and improve unit availability.

Class 158/159

National supply chain problems for diesel engines continues to impact unit availability and we, along with other operators, are working with the engine manufacturers to improve the availability and quality of parts and this will continue.

Reactive maintenance processes have been reviewed to ensure robust response to failures to improve short term availability. A new Technical Performance manager has been appointed which should lead to improved maintenance and better unit availability.

The C6 overhaul programme is due to begin in Q1, which will focus on bodywork and interior improvements to the fleets. We are incorporating interior improvements that can reduce passenger-related delay causes, along with a reduction in technical failures. There is a short-term risk to availability as one unit at a time will be out of traffic.

We are exploring the viability of gearbox modifications although this is currently exploratory and yet unfunded.

A risk and opportunity are that these units will have been in service for 30 years and are planned to be replaced. Reliability is likely to deteriorate, creating increased maintenance challenges so options are being reviewed for a replacement fleet. The new fleet should contribute to our sustainability goals so that our West of England services can utilise DC power where available, and greener energy options such as battery power and discontinuous electrification on sections that are not currently electrified.

Class 458

These units are set to be replaced by Class 701s by the end of Q2. As such, no improvement works are planned but some existing workstreams such as sealant replacement in cabs and HVAC systems will continue.

Maintenance process improvements

In addition to the Siemens 'Maintenance Excellence' programme, we are developing capability for technical staff. This includes the rollout of Sirocco for use alongside Data Alchemist to improve fault finding and repair. This will be in place during Q1.

A project is underway to streamline and optimise capability and resource at Wimbledon depot.

External – trespass & security

External Factors

External influences remain a significant driver of performance risk across the Wessex Route, with trespass, fatalities, and security-related incidents accounting for a substantial proportion of delay minutes and cancellations. Our strategy for 2025/26 focuses on leveraging technology, enhancing physical deterrents, and strengthening multi-agency collaboration to reduce disruption and improve resilience. The following initiatives represent a step-change in how we manage external risks, aligning with the Whole System Model and supporting our joint ambition to deliver a high-performing railway.

BVLOS Drone Deployment

Building on the success of the current Visual Line of Sight (VLOS) trial at Waterloo, the Skybound team is progressing towards Beyond Visual Line of Sight (BVLOS) capability, with permit approval anticipated by February 2026. This development will enable the creation of permanent drone hubs at Clapham DU and New Malden, providing rapid aerial response and wider corridor coverage without the need for on-site pilots. Integration of live drone feeds into Control and Response systems will significantly enhance incident management, reducing reactionary delays and improving safety outcomes. This initiative exemplifies our commitment to innovation and proactive risk management.

AI Camera Platform Roll-Out

The initial deployment of Detertech AI cameras at Woking demonstrated limited scalability, prompting a strategic pivot towards next-generation AI solutions. These platforms, detailed under the Mobile CCTV programme, offer superior detection accuracy and lower false-alarm rates, ensuring better integration with existing rail infrastructure. By consolidating AI capability within a flexible, mobile CCTV framework, we aim to deliver a more intelligent, cost-effective approach to trespass prevention and security monitoring.

Unified Policing Strategy

Our joint policing approach is evolving through three core strands:

- Route Security Uniform – establishing a consistent presence across the network.
- Joint Tasking and Coordination Structure – enabling real-time collaboration between NR, SWR, and BTP.
- Resource Mapping and Deployment – optimising allocation of NR and SWR assets to manage lower-level security tasks internally, freeing BTP to focus on high-priority incidents.

A dedicated Project Manager is driving delivery over the next quarter, with uniform and tasking elements already well advanced. This strategy strengthens resilience and ensures a more efficient response to disruptive events.

Four key projects have been developed to improve security across the network. Two business cases are under review as part of the Business Planning process.

- Unified Policing and Security Partnership (UPSP)
 - Coordinated deployment of security and BTP resource across the network
 - Low level incidents have rail security staff deployed who can deal with it rather than BTP – this will reduce the resource requirement for BTP time and enable them to focus on bigger incidents and deliver improved response times.
 - SWR/NR and BTP control teams will have better communication to manage deployment of all resource.

If funded, this scheme could be underway in the early periods of 2026-27.

- Enhanced Police Services Agreement (EPSA).
 - Funding for dedicated BTP unit (sergeant and up to 5 officers).
 - Based at Basingstoke as strategic place on the network that currently has less accessible coverage.
 - Tasking and deployment managed by SWR/Wessex.
 - Improved response times to key locations.

If funded, this scheme could be delivered by around Period 9 2026-27

Expected benefit: It is hoped that these two schemes combined would reduce disorder-related cancellations and delay minutes by around 10%.

Two further activities are planned to be delivered alongside the above projects:

- Graffiti focus.
 - Huge increase in graffiti attacks affects stock availability as some cannot go into service due to offensive graffiti.

- Additional work to target graffiti hotspots could reduce shortforms and cancellations due to stock availability.

This scheme could be underway early 2026-27.

The main benefit will be to increase stock availability, thereby reducing shortforms, cancellations and boarding/alighting delay minutes.

- Collaborative review of SWR/NR security to improve coordination, identify crossover and duplication.
 - Develop a unified security deployment plan that maximises combined resource and reduced duplication – all security to have one uniform for a unified presence.
 - Better coverage, shared intelligence can reduce delays – the extent of the benefits is yet to be defined as it is not clear yet what duplication will be identified.

The scheme should cut disorder related delay minutes, particularly as this will happen in combination with the UPSP and EPSA schemes, although the additional benefit of this scheme is dependent on the outcomes of the process reviews, which could be in place early 2026-27.

Physical Mitigations

Hard physical interventions remain central to our long-term trespass and fatality reduction plan. Funded through the ROPPM Opex budget, this year's programme includes:

- Blanking signal ladders to prevent unauthorised climbing.
- Targeted trespass deterrents at Sandhurst and North Camp.
- Installation of bridge screening at three high-risk locations.

These measures complement our technological and operational initiatives, creating a layered defense against external risks.

Mobile CCTV

The Route Crime team is transitioning from static deployments to a dynamic, mobile CCTV model. Ten Reolink units are currently available, with two operational and monitored by WICC. Future enhancements will integrate AI analytics to automate detection, replacing standalone systems with a

scalable, intelligent solution. This flexibility allows rapid deployment to emerging hotspots, supporting both proactive deterrence and reactive incident management.

Collectively, these initiatives represent a comprehensive approach to external risk management, combining physical, technological, and organisational levers to deliver measurable improvements in safety and performance. By embedding these actions within the Whole System Model, we ensure alignment with national priorities and our joint vision of a resilient, high-performing railway.

External - Weather

Permanent Autumn Desk in Control

Rather than introducing a dedicated seasonal control desk, Wessex has strengthened year-round operational resilience through a 24/7 uplift in incident support controllers whose responsibilities now explicitly include seasonal management. This approach ensures that autumn-related risks such as low adhesion due to leaf fall, and seasonal decision making are continuously monitored and addressed without adding unnecessary organisational complexity. Embedding seasonal duties within the core control function enhances continuity, promotes consistent practice across all shifts and ensures that seasonal risk management is treated as a permanent, integrated element of operational readiness.

Hot Weather Resilience Works

Wessex Route is strengthening resilience to extreme heat through targeted infrastructure upgrades and proactive maintenance activities. The Portsmouth Direct Line has already been modernised with axle counters, eliminating the historic issue of heat-related track circuit failures, and significantly reducing vulnerability during prolonged high temperature periods. Alongside this, maintenance teams are delivering focused upgrades across other known hot weather risk sites, supported by dedicated workstreams that ensure the network remains operationally robust throughout the summer season.

Rollout of Gusto

We are introducing Gusto, a real-time high wind management system that uses accurate, location specific wind speed data to apply targeted temporary speed restrictions. This allows operational decisions to be based on actual conditions rather than blanket precautionary restrictions, maintaining safety while avoiding unnecessary disruption during storm events. Development work is progressing at pace, with full rollout planned for later this calendar year.

Vegetation Management Uplift

Our vegetation strategy has been reframed to focus on eliminating adhesion high risk sites through a combination of risk-based decision-making and strengthened standards compliance. Increased offtrack resource has significantly reduced the number of Cat 5 high risk locations—from 47 down to 9 in 2025—demonstrating a proactive, data led approach to managing autumn and wet weather risk. Close collaboration with operators ensures the removal of both legacy and newly emerging high-risk sites, supporting safer braking performance and more consistent train running.

Drainage & Earthwork Resilience

To improve resilience against flooding and ground instability, the route is exploring innovative approaches to managing excess water around the railway. Trials using water bowlers, designed to divert and store floodwater away from vulnerable sections of track, have been successful on the Central Route, and Wessex is now assessing options for targeted deployment at its own high-risk sites. This work complements ongoing drainage interventions and supports long-term management of water-related risks.

Flood Water Trials

We are conducting controlled trials to safely operate trains through shallow floodwater at caution when water levels rise to 10mm above the railhead, compared with the previous requirement to stop services entirely at railhead level. This risk-based approach is designed to minimise unnecessary service suspensions while maintaining full safety compliance. These trials form part of a broader effort to refine operational thresholds during extreme weather events.

Seasonal Readiness 2.0

The introduction of the Seasonal Delivery Manager (SDM) role marks a step change in how the route manages seasonal risks. By taking ownership of tactical delivery, the SDM allows the Seasonal Delivery Specialist to focus on year-round strategic planning, ensuring the network is better prepared for seasonal challenges such as extreme heat, storms, and low adhesion. This new operating model enhances coordination, improves delivery consistency, and strengthens organisational readiness across all weather related workstreams.

Service Recovery – Keeping Trains Moving

IMS Development & Control Model Redesign

A comprehensive systems-thinking redesign of the Integrated Management System (IMS) and Control operating model is underway to strengthen decision-making and communication during incidents. This initiative aims to embed structured processes, clearer escalation pathways, and improved cross-functional coordination, ensuring faster, more consistent responses. By integrating lessons learned from previous disruptions and aligning with the Performance Restoration Framework, the redesign will deliver greater operational resilience and improved performance outcomes.

Contingency Plan Improvements

We are evolving contingency planning through higher-quality fallback plans that stabilise operations more effectively after disruption. This involves incremental improvements based on post-incident learnings, ensuring plans are data-driven, scenario-tested, and operationally practical. The approach includes continuous development of new contingency frameworks, supported by Train Planning resources and aligned with the 2027 timetable recast.

Digital Tools for Recovery

Investment in real-time dashboards and digital decision-support tools is transforming operational recovery. These tools provide live performance data, predictive analytics, and automated alerts, enabling faster, higher-quality decisions during disruption. Enhanced information flow between Control, Train Planning, and frontline teams ensures coordinated recovery actions. Funding is secured for continued development, with dedicated roles in place to drive delivery.

Diagram & Service Plan Simplification

We are simplifying operational plan elements, including crew diagrams and service plans, to remove high-risk elements and support faster recovery during disruption. This incremental approach avoids unnecessary complexity while maintaining customer journey integrity. The initiative is intricately linked to WICC Continuous Improvement, Train Planning resources, and the 2027 timetable recast, ensuring alignment with long-term strategic goals.

Performance Management

Integration of Performance Teams and Processes

We are embedding a fully integrated approach across Network Rail and South Western Railway performance teams to deliver a seamless track-and-train operation. This commitment focuses on aligning governance, processes, and data flows under the Whole System Model to ensure decisions are made collaboratively and operational risks are managed holistically. Joint forums, shared KPIs, and local On-Time Railway groups will drive systematic improvements, while enhanced visibility through integrated reporting will strengthen accountability. By breaking down organisational silos and fostering a culture of joint ownership, this initiative will enable us to deliver a more resilient and reliable service for customers.

Joint Performance Strategy and Colleague Communications Campaign

To support our performance ambitions, we will launch a comprehensive communications campaign that promotes the Joint Performance Strategy and reinforces our shared vision of a high-performing railway delivered together. This campaign will ensure colleagues across both organisations understand the strategic priorities, the role they play in achieving them, and the benefits of collaborative working. Through visualisation tools, engagement sessions, and leadership messaging, we will embed a culture of continuous improvement and transparency. By aligning this campaign with national programmes such as PIMS and Ten Brilliant Basics, and linking with our Tactical Ops workstream, we will demonstrate maturity in performance management and strengthen confidence in our joint approach.

The core messages of the comms & engagement strategy are:

- Good performance is about delivering for our customers – it is a fundamental part of customer experience.
- Performance and safety are interlinked: a high performing railway is a safer railway.
- Better performance increases revenue, which gives opportunities to improve our service.
- Everyone has a role in delivering good performance.

We will be taking multiple approaches to engage with staff across the integrated business, with a particular focus on frontline operational managers and key locations.

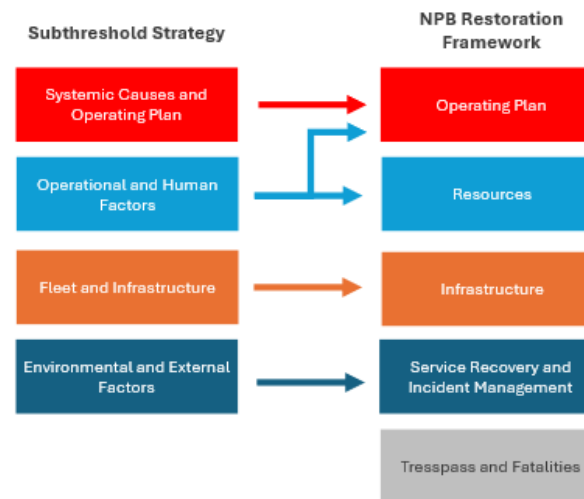
- *Targeted performance campaigns* – at least four per year such as a dwell focus, RT start focus, shunting excellence, maintenance and right place right time. The first campaign will focus on the new Performance Strategy in April.
- *A consistent cycle of communications, engagement, and education*, from a new Journey to Better induction module to online training
- *Direct engagement events* – team visits to stations and depots etc. to discuss performance in a drop-in session format.
- *Regular performance storytelling* through established channels such as Staying on Track and media channels like Viva Engage.
- *Stronger collaboration across the industry* – we have built links with GWR and will share some activity under the ‘Every Second Counts’ campaign.
- *Rollout the new CIRO Operational Performance videos*
 - Videos cover key performance messages across 8 operational areas for train and infrastructure frontline ops staff and managers, designed to foster performance conversations.
 - We will engage the depot/regional managers from *April* to prime them to start the conversations with their teams.
- *Delivering Tactical Operational improvement through brilliant basics*
 - We will set up dashboards to show performance metrics at key locations across the network and forums for regular review, this gives a focus for engagement.
 - We will measure depot starts and arrivals, RT starts and dwell performance at key locations, performance at major junctions.
- *Local on Time Railway/Task and Finish groups*
 - Continue to develop focused local performance groups and build performance communities to understand and tackle performance issues, promote brilliant basics, and drive engagement.

Subthreshold Strategy & On-Time Workstream

Our On-Time workstream has produced a Subthreshold Strategy which will leverage richer data sources, including GPS, Solano reporting tool, and SORC, to provide granular insights into sub-threshold delays and systemic inefficiencies. The aim is to be able to characterise as much of the unattributed delay as we can and close the attributed data gap through analysis and engagement with our operational teams.

Our first approach was to use Solano Guard reporting app which allowed us to assign a cause to around 25% of subthreshold delays, revealing that the top reasons were passenger assistance, heavy customer loading and awaiting signal clearance, and we can identify headcodes, locations and times. Due to the nature of this data set, the reasons mainly cover dwell overtime, but we will be expanding the analysis to include more data sets and have been in discussion about linking with national efforts to characterise subthreshold delay led by System Operator.

We are actively engaging with the operational teams to use the newly characterised subthreshold data to develop improvement plans and are aligning these activities with the PRF priorities.



Initial activities that are being investigated using this data include reviewing dispatch at key locations and strengthening a business case for additional station resource at Southampton.

Alongside the subthreshold characterisation work, the On-Time project continues work on analysis of recurrent T3 loss in specific service groups and locations to determine whether there is a likely operational improvement that could improve the time loss or to feed data and intelligence into the planning process via the Wessex Planning Rules Development group.

Tactical Operations / Brilliant Basics

In line with the NPB focus on Brilliant Basics, we are implementing a system of tactical performance measurement and improvement activity management. This will involve a minimum of periodic review of key metrics at appropriate forums with the operators who are able to make improvements. We have or are developing dashboards to measure these metrics. The measuring points are the locations that are crucial for good performance across the network. Example measures are:

- Dwell times at key stations such as Clapham Junction.
- Right Time starts (and potentially turnaround) at major termini such as Waterloo, Portsmouth, Weymouth.
- Right time starts from depots.
- Review of requirements by for rolling brake tests following RSSB research programme T1333 (Operational Standards)
- Revision of professional driving policy in line with RSSB research T1305

The Performance Team will track improvement activities.

Delay Attribution Transformation

We are supporting the national ambition to modernise delay allocation by revising attribution processes to be better focused on understanding and learning from the causes of incidents rather than dispute. The integration of SWR and Network Rail provides the opportunity to break down the inter-organisation barriers. We are considering a simplified and centralised approach to allocating delays based on joint review and investigation between the Performance Team and functional incident review teams. We will move the review processes and improvement activities away from functional silos to be centred on collaboratively improving incident categories.

This process will be supported by enhanced range and quality of data sources. Improved attribution processes will enable targeted interventions, reduce unexplained delays, and support operational excellence. By embedding robust learning reviews and creating actionable dashboards, we will ensure that insights drive tangible improvements across infrastructure, operations, and timetable planning, improving punctuality and reliability for our customers.

IMS Development and Systems Thinking Control Model Redesign

The redesign of the Integrated Control Model using Systems Thinking principles will deliver a more agile and resilient command-and-control environment. This development will integrate digital decision-support tools, such as the Service Recovery Tool within Sirocco, to enable faster, data-driven recovery planning. Enhanced scenario-based training and contingency planning will strengthen operational readiness, while improved stakeholder engagement will ensure alignment across all functions during disruption. By embedding continuous improvement practices within the Wessex Integrated Control Centre, this initiative will transform incident management and service recovery, reducing reactionary delays and improving customer outcomes.

Benefit realisation

The delivery of this Joint Performance Strategy will realise measurable improvements in punctuality and cancellations by combining a stabilised base operating plan with committed enhancements across people, fleet, infrastructure, external risk management and service recovery. Positive impacts will be driven by the continued rollout of the Class 701 fleet, people resource stabilisation through the Seven Point Traincrew Plan, and the embedding of NPB timetabling principles for T3 over a series of timetable change windows.

Infrastructure resilience improvements including completed schemes such as Farncombe - Petersfield and Queenstown Road, and committed renewals at Havant, TEML upgrades across the Waterloo – Wimbledon corridor, will further reduce reactionary delay and asset related failures. External risk reduction programmes, including BVLOS drone deployment, mobile CCTV expansion, unified policing, and strengthened weather resilience through Gusto, vegetation management uplift and autumn readiness, contribute to additional reliability gains. Resource stabilisation through the Seven Point Traincrew Plan, SRT and dwell time optimisation across upcoming timetable change windows will enable better delivery of the day-to-day service.

Recognising performance headwinds, the strategy also accounts for negative impacts from key risks such as fleet introduction, seasonal weather volatility, security-related incidents, and resourcing constraints during 701 training. Where gaps between long-term T3 and cancellation forecasting and targets remain, these are addressed through developing schemes including the December 2027 performance-led timetable recast, service recovery system upgrades, and strengthened tactical performance management. Overall, the combination of committed improvements (forecast to deliver c.+1.0% T3 and -0.29% cancellations) and quantified risks (c.-0.26% T3 and +0.16% cancellations) provides a credible path toward restoring and then improving Wessex route performance through 2030/31, with remaining gaps closed through the Whole System Model aligned plans and a continuous improvement framework.

Improvement Activities are forecast to benefit On Time to 3 by 1.0% and Cancellations by 0.29%.

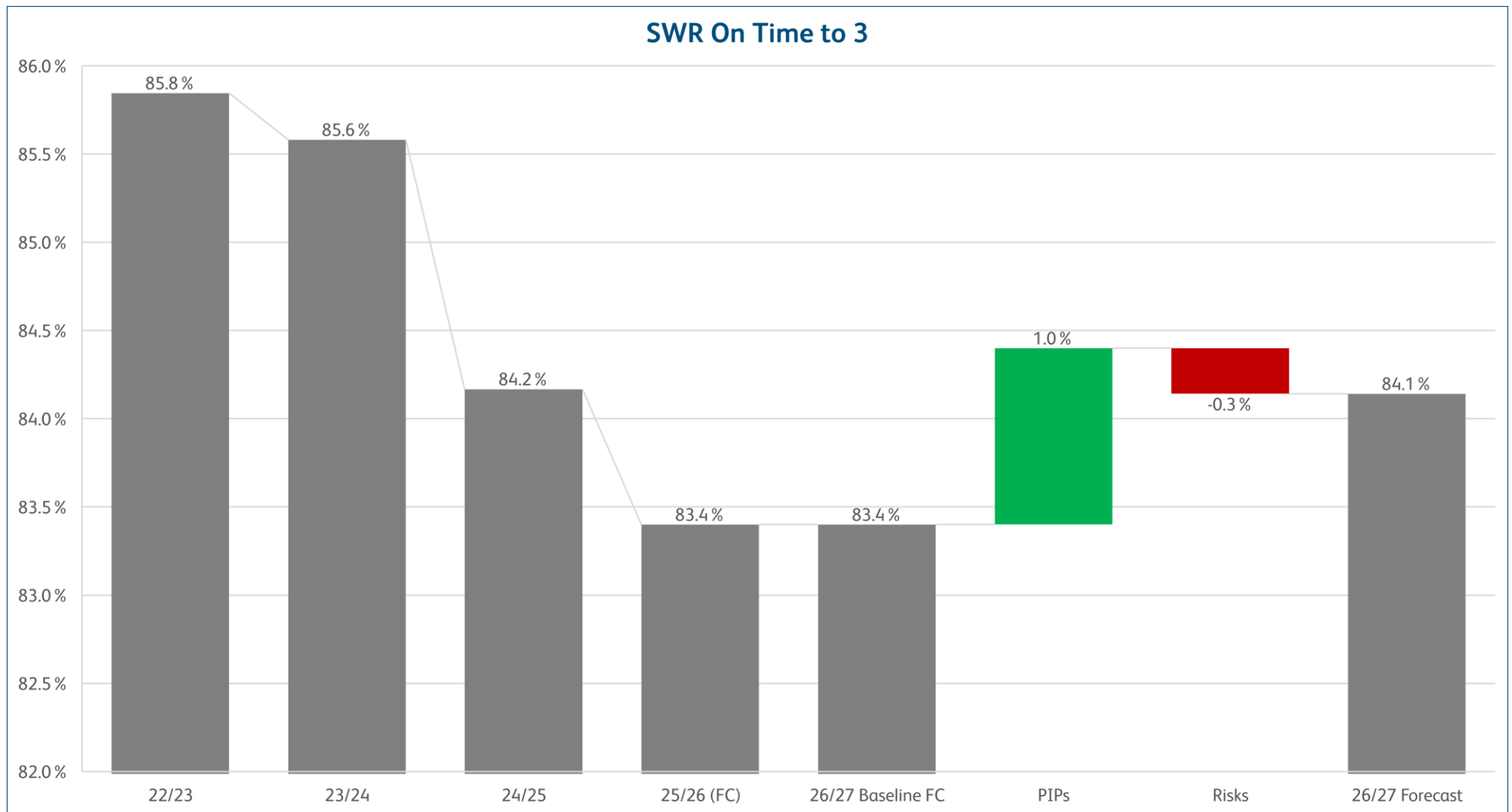
WSM Category	OT3 improvement	Cancellations improvement	Improvement Activities
External Factors	0.13 %	0.01 %	- BVLOS drones to speed up trespasser location and reduce length of line closures when trespassers are reported - Roll out of AI platform cameras to detect people accessing the railway and speed up response - Unified policing strategy with BTP - Customer Illness
Fixed Infrastructure	0.28 %	0.14 %	- F2P signalling system renewal - Marginal gains plan for Waterloo and Wimbledon S&T sections - Queenstown Road renewal Christmas 2025 - North Downs line re-signalling
Fleet	0.17 %	0.06 %	- Continued Arterio roll out across the suburban area providing enhanced capacity - Legacy fleet reliability workstreams with suppliers
Operating Plan	0.13 % - 0.23 %	0.02 %	- Application of NPB Principles to optimise the chances of achieving T3 in the base plan (next 4 TT change windows) - Access optimisation working to better balance access for maintenance with train service requirements 'Metroisation' programme to drive down small incident delays and support operational excellence - Arterio roll out
People	0.06 % - 0.16 %	0.03 %	- Driver 7-point plan with enhanced establishment to support timetable recast - Crewing strategy review including simulation of scenarios to enhance performance - S&T response enhancements for Waterloo-Wimbledon corridor to drive down TTS/TTF - Spare Crew Duty Information
Performance Management	0.11 %	0.01 %	- Integration of performance teams and processes to deliver aligned track and train approach - Joint Performance Strategy and colleague communications campaign - Delay attribution transformation focusing on route cause and enhanced data quality - IMS development and Systems Thinking re-design of Control model
Weather	0.02 %	0.02 %	- Continued development for Autumn management including permanent seasonal management desk in Control - Hot weather asset resilience works, including renewal of assets vulnerable to high temperature (Working points) - Roll out of G-Force tool for high wind events to allow for more dynamic approach to speed restrictions

Performance Risks are forecast to affect On Time to 3 by 0.26% and Cancellations by 0.16%.

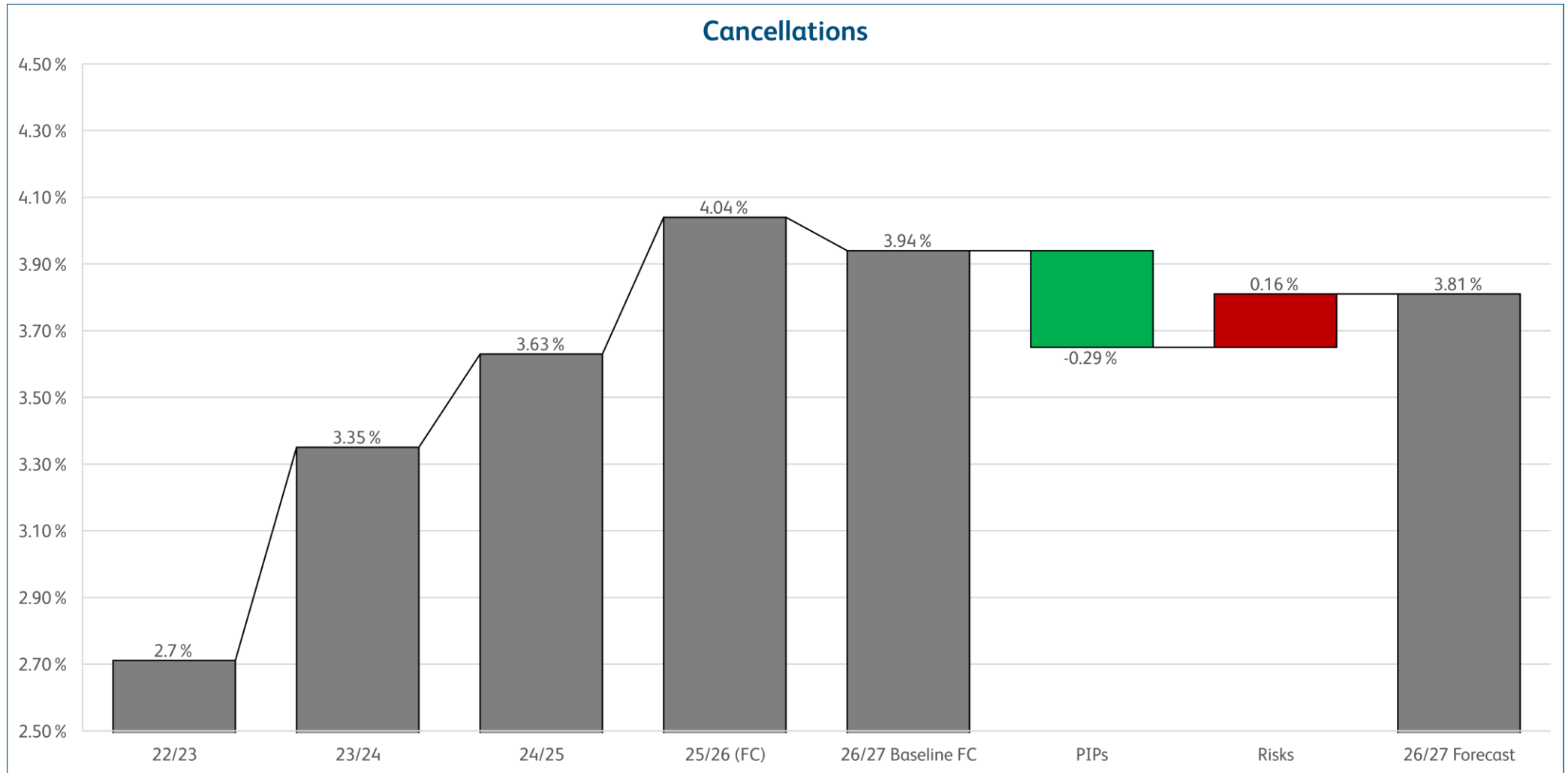
WSM Category	OT3 Risk %	Cancellation Risk %	Risk Description
External Factors	0.013 % 0.019 %	0.000 % 0.000 %	- Disorder - Customer Illness
Fixed Infrastructure	0.150 % 0.020 %	0.013 % 0.020 %	- Asset Resilience - SIMIS Spares
Fleet	0.003 %	0.000 %	Unreported Door Defects
Operating Plan	0.003 %	0.000 %	Peak customer Volumes
People	0.003 % 0.023 % 0.001 % 0.002 % 0.001 % 0.003 % 0.002 % 0.006 % 0.007 %	0.010 % 0.008 % 0.000 % 0.000 % 0.000 % 0.003 % 0.002 % 0.000 % 0.000 %	- Lack of Depot Resources - Short Term Sickness - Fault Process / PAF - Stop short / Overrun - Prep procedures - Misread Schedule Cards - Time Loss in section - Dispatch Issues / Irregularities - Customer Assist
Weather	Baselined	Baselined	- Soil Moisture Deficit - Autumn

WSM Category	OT3 Risk %	Cancellation Risk %	Risk Description
External Factors	0.013 % 0.019 %	0.000 % 0.000 %	- Disorder - Customer Illness
Fixed Infrastructure	0.15 % 0.02 %	0.013 % 0.02 %	- Asset Resilience - SIMIS Spares
Fleet	0.003 %	0.000 %	Unreported Door Defects
Operating Plan	0.003 %	0.000 %	Peak customer Volumes
People	0.003 % 0.023 % 0.001 % 0.002 % 0.001 % 0.003 % 0.002 % 0.006 % 0.007 %	0.010 % 0.008 % 0.000 % 0.000 % 0.000 % 0.003 % 0.002 % 0.000 % 0.000 %	- Lack of Depot Resources - Short Term Sickness - Fault Process / PAF - Stop short / Overrun - Prep procedures - Misread Schedule Cards - Time Loss in section - Dispatch Issues / Irregularities - Customer Assist
Weather	Baselined	Baselined	- Soil Moisture Deficit - Autumn

Accounting for PIPs and risks, the forecast for On Time to 3 is 84.1%, an improvement back to levels seen in 24/25.



Accounting for PIPs and risks, the forecast for Cancellations is 3.8%, with performance improving for a second consecutive year following 4 years of deterioration.



Forecasting methodology and Approach

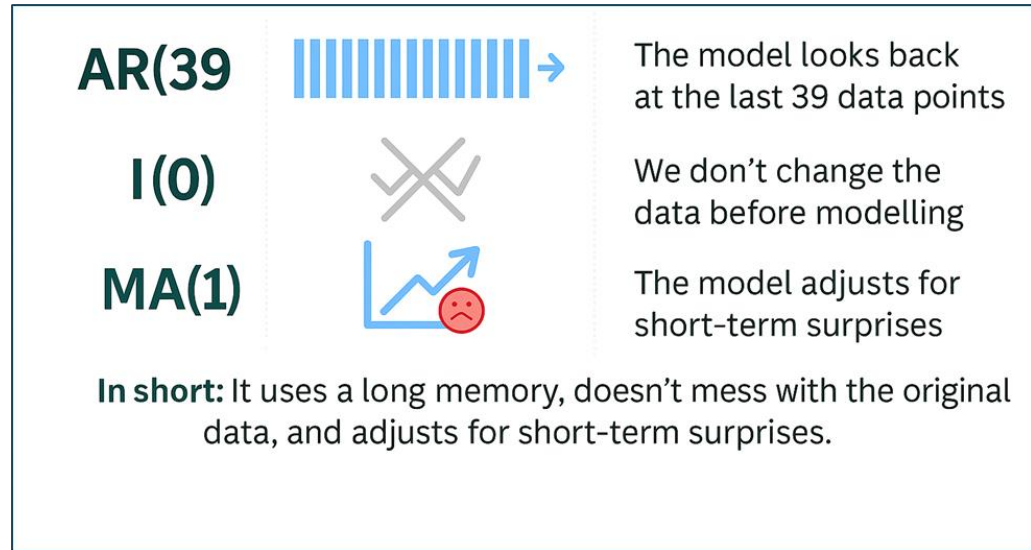
Building on the forecasting methodology from previous years we have developed a new 'ARIMA' model to build our base-level forecasts. This model has been tested throughout the year for reforecasting through RF6, 9 and 11 and we have strong confidence in its accuracy.

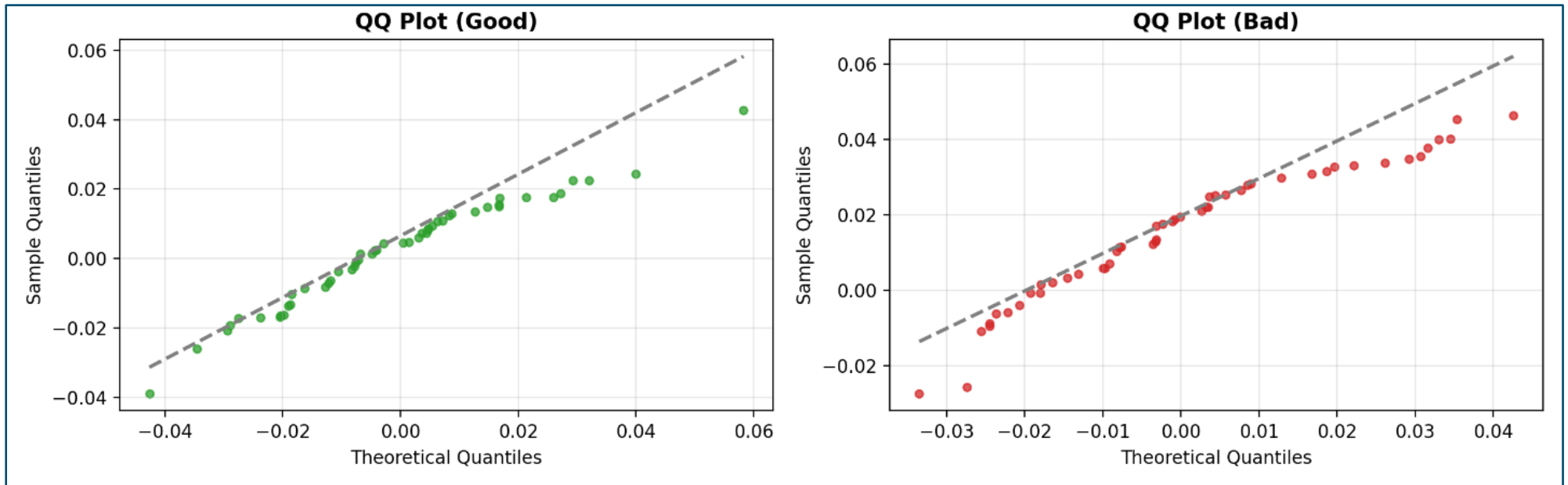
ARIMA = Autoregressive Integrated Moving Average

AR (Autoregressive): The model looks at past values to predict the current one.

I (Integrated): This step makes the data "steady" (so its average and variation don't change over time) by taking differences between values. *We don't need this here because our data is already steady.*

MA (Moving Average): The model also learns from past mistakes (forecast errors) to improve future predictions. In short: ARIMA combines past patterns, stabilises data if needed, and corrects for recent errors to make better forecasts.



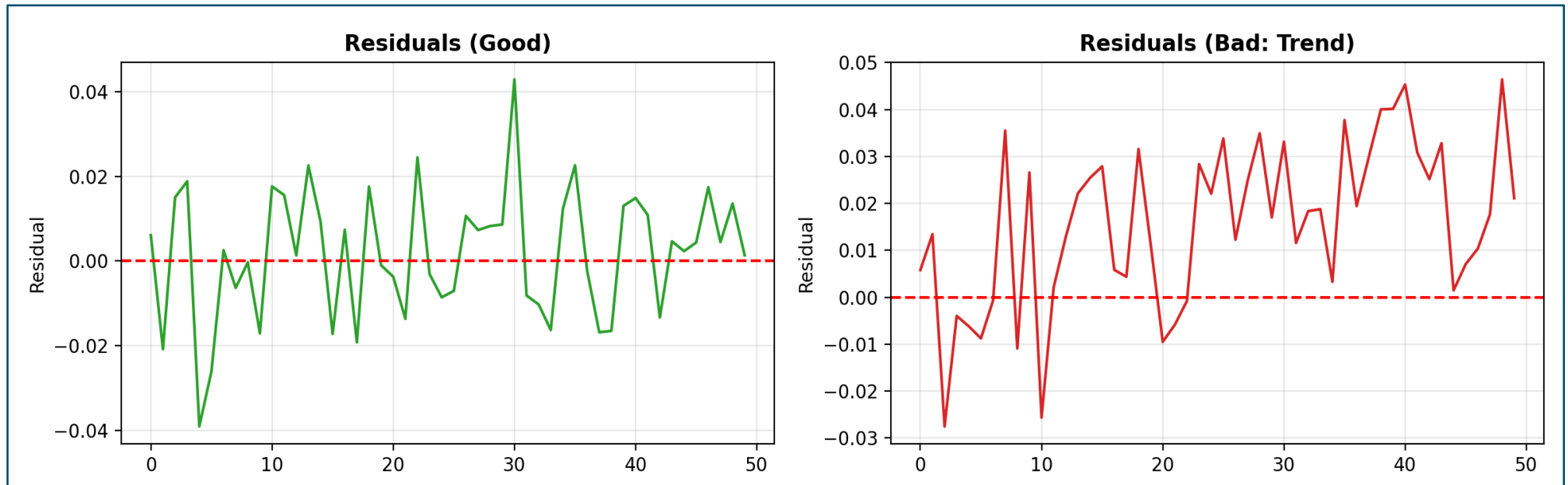
**Q-Q Plot:**

It checks if data looks like a normal distribution.

Points should fall on a straight diagonal line if the data is normal.

Why do we use it?

Residuals (errors) should be random and normally distributed. If the ends (tails) curve away from the line, the model fit is poor.



The residual plot shows the difference between observed and predicted values over time, ideally fluctuating around 0. This means that there is no autocorrelation, and the model successfully captured the structure of the time series.

Uncertainty commentary

Service levels are expected to remain broadly consistent with this year, with only a minor variation in Period 10 due to an additional bank holiday. Overall uncertainty around base service inputs is low.

Potential increases in severe weather events are not included in the base trajectory due to their unpredictability. This remains a key area of environmental uncertainty that could affect performance. Related to this, it is assumed that a Soil Moisture Deficit-caused emergency timetable will not be implemented on West of England services. This removes the performance benefit seen in 2025/26 under the reduced timetable.

Recent improvements in reactionary delay bring levels back in line with 2024/25. While the forecast assumes this stability continues, future performance remains sensitive to operational variation, particularly around crewing, which can have a significant impact on performance of the recoverability of the base plan following an incident.

Incident levels have stabilised following consistent deterioration following the pandemic. Although the forecast assumes this position will hold, there is uncertainty in this, most notably around asset performance.

No industrial action has been included in the forecast. This is an external uncertainty with the potential for significant performance impact if conditions change.

Table of key performance improvement actions

Whole System Model Category		Operating Plan		Exec Lead(s):		Chris Rowley (Planning & Performance Director)	
NPB Restoration Framework: Having a high performing base operating plan							
Schemes in Business Plans <i>(i.e. funded and committed)</i>							
Ref	Title / Description	Key deliverables / benefit		Start date	End date	Impact	Owner
01	Operating plan Current Roll Up	- Application of NPB Principles to optimise the chances of achieving T3 in the base plan (next 4 TT change windows). - Access optimisation working to better balance access for maintenance with train service requirements. 'Metroisation' Programme to drive down small incident delays and support operational excellence.		01/04/26	31/03/2027	0.13% - 0.23% & 0.02%	Jill Hazleton (Industry Secondment)/ Matt Pocock (Arterio Programme Director)/Stuart Meek (COO)

		Arterio rollout related improvements to Sub threshold delay.				
02	December 2027 performance-led timetable recast.	The December 2027 recast represents a major timetable change opportunity designed to deliver a performance led, revenue generating operating plan that balances journey opportunities, cost, system capability and customer need. Delivery is targeted for December 2027 or May 28, with incremental improvements made in advance where possible. The original capacity driven plan is being reviewed to test T3 impact. A key part of the endgame plan includes a review of crew diagramming for performance.	01/04/2027	01/01/2028	A redesigned timetable provides a one-off opportunity to address long standing structural constraints, enabling a more dependable, efficient, and future proof railway. TBD	Jill Hazleton (Industry Secondment)
03	Junction Throughput Improvements (Woking & Basingstoke)	Targeted throughput improvements are being developed at Woking and Basingstoke two of the highest impact junctions on the Wessex network. Work includes improved sequencing, regulation principles and conflict removal to increase flow through these pinch points. These enhancements form part of the ongoing timetable optimisation work and will be delivered in stages aligned with upcoming timetable changes and the December 2027 timetable recast.	01/04/2027		Enhanced junction performance reduces reactionary delay across the network, unlocking capacity and improving reliability on critical corridors. TBD	Jill Hazleton (Industry Secondment)
04	SRT & dwell time optimisation.	We are aligning sectional running times and dwell allowances with real world operating data to better reflect how the system currently performs. This work ensures planned timings are achievable, reduces unnecessary variability, and creates a timetable that supports stable right time departures and arrivals. Adjustments	01/04/2027		More accurate timing assumptions reduce reactionary delay, enhance operational discipline, and improve end to end punctuality for customers. TBD	Jill Hazleton (Industry Secondment)

		will continue to be implemented across forthcoming timetable change windows in line with Timetable Transformation Programme milestones.				
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Whole System Model Category		People	Exec Lead(s):		Stuart Meek (COO), Simon Milburn (Chief Engineering & Technology Officer)	
NPB Restoration Framework: Having sufficient resources to run a reliable service						
Schemes in Business Plans (i.e. funded and committed)						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
01	People – Roll Up	- Driver 7-point plan with enhanced establishment (including support for timetable re-cast). - Crewing strategy review including simulation of scenarios to enhance performance. - S&T response enhancements for Waterloo-Wimbledon corridor to drive down TTS/TTF. - Spare Crew Duty Information.	01/04/2026	31/03/2027	0.06% – 0.16% & 0.03%	Neil Gillies (Head of Drivers), Jack Murphy (Head of Resources), S&T Manager.
02	WICC Training & Role Uplift Clearer responsibilities and improved competence across Control roles. Clearer responsibilities and improved competence across Control roles.	Increased control capability, improved incident response quality, and strengthened resilience.	01/04/2026	31/03/2027	Risk Mitigation 0.0%	Ben Hall (Head of Control)

Whole System Model Category		Fixed Infrastructure	Exec Lead(s):		Simon Milburn (Chief Engineering & Technology Officer)	
NPB Restoration Framework: Reducing the impact on performance from asset reliability						
Schemes in Business Plans (<i>i.e. funded and committed</i>)						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
01	<i>Project title</i> <i>Brief description of content</i>	<i>How will this support performance improvement?</i>			Performance impact – T3 and/or Cancellations	Accountable lead
02	Fixed Infrastructure – Roll Up	- F2P signalling system renewal. - Marginal gains plan for Waterloo and Wimbledon S&T sections - Queenstown Road renewal Christmas 2025 - North Downs line re-signalling	01/04/2026	31/03/2027	0.28% & 0.14%	Tom McNamee (Infrastructure Director)
03	S&T response enhancements (Waterloo–Wimbledon) Enhanced response capability between Waterloo and Wimbledon is shortening the time taken for signalling and telecoms teams to reach and resolve incidents. By reducing incident duration in one of the busiest	Faster fault response reduces total delay minutes and protects headway resilience.	01/04/2026	31/03/2027	Risk Mitigation 0.0%	Tom McNamee (Infrastructure Director)

	parts of the network, this initiative forms an essential part of the wider marginal gains programme.					
04	Havant relock / recontrol (2027–28) The Havant area will transition from aging interlocking to modern signalling control between 2027 and 2028, significantly reducing failure risk on this coastal corridor. Interim work is underway to improve SIMIS reliability ahead of the main renewal, which is planned for the Easter 2027 engineering window.	Modern control architecture reduces asset-related failures and enhances long-term route resilience.	01/03/2027	30/04/2027	TBD	Tom McNamee (Infrastructure Director)
05	TEML upgrades (Christmas 2028) TEML assets are scheduled for renewal in Christmas 2028 following the completion of the current consultation process, after which they will transfer into Network Rail ownership. This upgrade will modernise outdated systems and streamline long-term maintenance arrangements.	Centralised ownership and improved asset condition strengthen maintainability and reduce infrastructure risk.	20/12/2028	01/01/2029	TBD	Tom McNamee (Infrastructure Director)
06	RCM expansion The expansion of Remote Condition Monitoring is increasing real-time visibility of points, track circuits and power assets, enabling engineering teams to identify emerging issues before they escalate into service-affecting failures.	Proactive detection bridges the gap between scheduled maintenance and incident prevention, reducing unplanned disruption.	01/04/2026	31/03/2027	Risk Mitigation 0.0%	Tom McNamee (Infrastructure Director)

07	Proactive asset intelligence (e.g., FRoOG) The deployment of proactive asset intelligence tools such as FRoOG is enabling more effective targeting of repeat impact assets. By identifying systemic failure patterns, engineering teams can direct interventions to the highest risk locations.	Data led prioritisation ensures engineering resource delivers the greatest performance impact.	01/04/2026	31/03/2027	Risk Mitigation 0.0%	Tom McNamee (Infrastructure Director)
08	Asset Masterclass The Asset Masterclass programme is improving engineering capability through standardised best practice instruction on inspection, maintenance and incident management. This fosters consistency across teams and strengthens the quality of frontline technical delivery.	A more skilled and consistent workforce improves maintenance outcomes and speeds up incident recovery.	01/04/2026	31/03/2027	Risk Mitigation 0.0%	Tom McNamee (Infrastructure Director)
09	Hotshot Train (thermal imaging diagnostics) The Hotshot Train is a Class 450 unit fitted with advanced thermal imaging cameras that continuously scan the track and lineside infrastructure while in service. This technology identifies early-stage defects such as overheating components or failing cables long before they manifest as operational failures. The data captured enables maintenance teams to intervene earlier and more precisely, supporting a shift toward predictive maintenance across the Wessex Route.	Early fault detection reduces the risk of high impact failures, minimises disruption and strengthens the overall resilience of the infrastructure.	01/04/2026	31/03/2027	Risk Mitigation 0.0%	Tom McNamee (Infrastructure Director)

Whole System Model Category		Fleet	Exec Lead(s):		Matt Pocock (Arterio Programme Director), Simon Milburn (Chief Engineering & Technology Officer)	
NPB Restoration Framework: Having sufficient fleet to run a reliable service						
Schemes in Business Plans (<i>i.e. funded and committed</i>)						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
01	Fleet - Roll up	- Continued Arterio roll out across the suburban area providing enhanced capacity - Legacy fleet reliability workstreams with suppliers	01/04/2026	31/03/2027	0.17% & 0.06%	Nathan Marks (Lead Mobilisation Manager), James Wale (Head of Fleet Production)
02	Class 701 Mobilisation Programme	Introduction of new train fleet to replace aging rolling stock. This encompasses unit readiness, introduction, reliability improvement, operational readiness.	Pre-2026	09/11/2026	TBD	Nathan Marks (Lead Mobilisation Manager), James Wale (Head of Fleet Production)

Whole System Model Category		External	Exec Lead(s):		Stuart Meek (COO), Angela Prescott (HSSE Director)	
NPB Restoration Framework: Reducing the impact to performance from trespass and fatalities						
Schemes in Business Plans (i.e. funded and committed)						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
01	External Factors – Roll Up - BVLOS drones to speed up trespasser location and reduce length of line closures when trespassers are reported. - Roll out of AI platform cameras to detect people accessing the railway and speed up response. - Unified policing strategy with BTP.	A combination of planned initiatives in Route crime sphere. The aim is to support improvements in response through collaboration with BTP and the emergence of new technologies.	01/04/2026	31/03/2027	+0.12% OT3 & -0.01% Canx	RROPM
02	Physical Mitigations (Fencing, Gates, Deterrents) Long term prevention measures at repeated trespass points.	- Access Windows -Securing "Possessions" or safe access to the trackside to install signal ladder blanks and bridge screening without disrupting the timetable. - Supply Chain - Timely delivery of bespoke screening materials and anti-trespass hardware from third-party contractors.	01/04/2026	31/03/2027	Risk Mitigation 0.0%	Helen Yorke / Alex Moles / Stuart Tautz (Route Operations Performance & Projects Manager)

03	Mobile CCTV (Rapid Deployment Units) Flexible CCTV for new or emerging hotspots.	- Training & Capability - Development of a training pack for MOMs, MIOs, and the BTP DTT to ensure they know how to correctly site and activate the Reolink units. - AI Software Overlay - The successful procurement of a software layer that can "read" the Reolink feeds; without this, the system remains a manual (and labour-intensive) monitoring task.	01/04/2026	31/03/2027	Risk Mitigation 0.0%	Helen Yorke / Alex Moles / Stuart Tautz (Route Operations Performance & Projects Manager)
04	Conflict Management Training Staff capability to de-escalate disruptive incidents and reduce operational impact.		01/04/2026	31/03/2027	Risk Mitigation 0.0%	Helen Yorke / Alex Moles / Stuart Tautz (Route Operations Performance & Projects Manager)

Whole System Model Category		Weather	Exec Lead(s):		Stuart Meek (COO)	
Schemes in Business Plans (i.e. funded and committed)						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
01	External Weather Current Roll Up Continued development for Autumn management including permanent seasonal management desk in Control. Hot weather asset resilience works, including renewal of assets vulnerable to high temperature (Woking points). Roll out of Gusto tool for high wind events to allow for more dynamic approach to speed restrictions.	- Control – dependent on recruitment and training to ensure the new controllers are in post by the start of 2026 Autumn. Risk that they are not to the detriment of commanding and controlling seasonal work (cancellations and poor OTT3 due to MPV planning and running, long cautious due to missed sites or cautious driving due to missed autumn notices being published) - Hot Weather – installation and annual maintenance by the DUs. Unknown benefits realisations from new/improved assets. - Gusto – Roll out by southern team, adoption and embedding by control. Benefits to performance will shorten the limits of the restriction, meaning trains less disrupted on the journey.	01/04/2026	31/03/2027	+0.02% OT3 & -0.02% Canx	Stuart Tautz (Route Operations Performance & Projects Manager) / Max Doyle (Seasons Delivery Manager)
02	Vegetation management uplift Targeting leaf-fall and adhesion hotspots for better autumn performance.	- Proactive Offtrack Deployment: Dependent on an expanded Offtrack team to proactively manage vegetation and remove Category 5 high-risk sites. - TOC Collaboration: Requires joint risk-based decision-making with Train Operating Companies (TOCs) to decide which legacy and recommended sites to reduce.	01/04/2026	31/03/2027	This uplift improves railhead conditions, reducing adhesion-related incidents and providing a more reliable service during challenging seasonal periods. Risk Mitigation 0.0%	Stuart Tautz (Route Operations Performance & Projects Manager) / Max Doyle (Seasons

		Standards Compliance: Dependency on strictly sticking to the current rail standards for vegetation management. Performance can be measured by any change from 2024 to 2025 OT3 and if any improvement can be attributed to the reduction in sites.				Delivery Manager)
03	Running through Flood water Allowing trains to run at caution when the flood water is up to 10mm about the railhead.	Dependent on moving from the historical standard of stopping trains when water is above the railhead to allowing "caution" running up to 10mm. Needs adoption and buy in from TOCs and Signallers. Effectiveness is dependent on training and briefing and interpretation of the new rule by drivers and signallers.	01/04/2026	31/03/2027	Allowing limited safe movement through shallow floodwater keeps more services running during severe weather, reducing cancellations and improving passenger journey certainty. Risk Mitigation 0.0%	Stuart Tautz (Route Operations Performance & Projects Manager) / Max Doyle (Seasons Delivery Manager)
04	Seasonal Readiness 2.0 at non-critical sites Wider programme extending resilience beyond autumn and heat related issues.	- Organisational Change: Dependent on the successful addition of the Seasonal Delivery Manager (SDM) role to absorb tactical workloads. - Strategic Capacity: Reliance on this role to enable the Seasonal Delivery Specialist (SDS) to maintain a 12-month focus on strategic seasonal preparation.	01/04/2026	31/03/2027	A more structured and proactive approach to seasonal preparedness improves resilience across the route, reducing operational risk and safeguarding performance throughout the year. Risk Mitigation 0.0%	Stuart Tautz (Route Operations Performance & Projects Manager) / Max Doyle (Seasons Delivery Manager)
05	Drainage & earthwork resilience Improving flood resistance and embankment stability in known problem areas.	- Maintenance Execution: Primary dependency on Delivery Units (DUs) to carry out the physical inspection, cleansing, and repair of drainage assets. - Asset Data & Prioritisation: Reliance on the Geotechnical and Drainage teams to provide	01/04/2026	31/03/2027	Enhanced flood mitigation reduces the frequency and severity of weather-related disruption, improving reliability and	Stuart Tautz (Route Operations Performance & Projects Manager) /

		accurate "known problem area" mapping to ensure investment is targeted at high-risk embankments and flood zones. • Capital Funding: Dependency on secured funding for the SD team to procure and deploy specialist equipment, such as water bowzers, for temporary flood water diversion.			safeguarding critical infrastructure. Risk Mitigation 0.0%	Max Doyle (Seasons Delivery Manager)
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Whole System Model Category		Service Recovery	Exec Lead(s):		Stuart Meek Operating Officer)	(Chief
NPB Restoration Framework: Keeping trains safely running						
Schemes in Business Plans (<i>i.e. funded and committed</i>)						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
01	IMS Development & Control Model Redesign Systems thinking redesign of Control to improve decision making and communication during incidents.	Enhanced control capability, reduced reactionary delay, and improved service recovery.	01/04/2026	31/03/2027	Enhanced control capability reduced reactionary delay, and improved service recovery. TBD	Tom Desmond (Ops Director), Emma Copeland (Head of Continuous Improvement), Christian Neill (Head of Service Delivery) & Ben Hall (Head of Control).
02	Contingency Plan Improvements Higher quality fallback plans improving stabilisation after disruption. Incremental changes to help recovery from disruptive events. Evolving and developing new contingency plans based on learnings from previous events to improve stabilisation after disruption.	Faster recovery from disruptive events, minimised customer impact, and improved timetable resilience.	01/04/2026	31/03/2027	Faster recovery from disruptive events, minimised customer impact, and improved timetable resilience. TBD	Emma Copeland (Head of Continuous Improvement)

03	Digital Tools for Recovery Real-time dashboards and improved information flow strengthening operational response. Real-time dashboards and improved information flow strengthening operational response. Supporting decision making to enable faster and a higher quality recovery from disruptive incidents.	Reduced recovery time, improved customer experience, and data-driven performance management.	01/04/2026	31/03/2027	Reduced recovery time, improved customer experience, and data-driven performance management. TBD	Emma Copeland (Head of Continuous Improvement)
04	Diagram & Service Plan Simplification Simplified operational artefacts supporting faster recovery. Simplified operational diagrams, removing the higher risk elements to crew diagrams incrementally to avoid disrupting customers journeys and supporting faster recovery during disruptive incidents.	Improved operational flexibility, reduced risk of cascading delays, and enhanced resilience during incidents.	01/04/2026	31/03/2027	Improved operational flexibility, reduced risk of cascading delays, and enhanced resilience during incidents. TBD	Emma Copeland (Head of Continuous Improvement) /Dave Waldron (CI SME)

Whole System Model Category		Performance Management	Exec Lead(s):		Chris Rowley (Planning & Performance Director)	
Schemes in Business Plans (i.e. funded and committed)						
Ref	Title / Description	Key deliverables / benefit	Start date	End date	Impact	Owner
01	Performance Management – Roll Up	- Integration of performance teams and processes to deliver aligned track and train approach. - Joint Performance Strategy and colleague communications campaign. - Delay attribution transformation focusing on root cause and enhanced data quality. - IMS development and Systems Thinking re-design of Control model.	01/04/26	31/03/27	0.11% & 0.01%	Amy Dickens (Joint Head of Performance)

Governance Process

Performance Governance Process

Our performance governance framework is currently operating in a transitional holding position as we move towards the design of a fully Integrated Performance Model for the South Western Railway Integrated Business Unit. Today, performance oversight is delivered through a structured set of forums that link operational insight with strategic decision-making. The foundation of this model centers on the established SWR Board, which will remain the primary decision-making body for route-wide performance, supported by the SWR Strategy Committee, where strategic risks, long-term planning and major trade-offs are assessed. Tactical performance alignment continues to be co-ordinated through the Joint Performance Steering Group, an evolution of the existing joint governance arrangements between Network Rail Wessex and South Western Railway. This forum ensures joint visibility of performance risks, the integration of operational insight, and a coordinated approach to delivering improvement plans across the Whole System Model.

As we progress the development of the new Integrated Performance Model, these existing forums function as the core building blocks that will transition into a more unified, end-to-end system of performance leadership. During this design phase, our current governance structure provides stability, clarity and continuity while enabling the flexibility needed to evolve toward a more modern, collaborative, and data-driven performance environment.

Since early 2025, the performance team has taken a deliberate step toward deeper engagement with non-lead operators, who make up nearly 20% of train movements across the network and play a significant role in whole-system performance. These relationships are now managed on an almost daily basis through a structured stakeholder engagement strategy that blends quantitative analysis with qualitative insights that often unlock the biggest improvements. We have found that the things we cannot measure, trust, understanding and shared problem-solving, often become the foundations of long-term success.

CrossCountry was the first operator to adopt this approach with us, and we now run regular performance forums and a roving quarterly review with FNPO to examine trends, surface operational concerns and track progress on our PIPs. The effectiveness of this partnership has since been replicated with GWR, where we act as the SPOC and contribute actively to the North Downs Taskforce, ensuring whole-system issues are addressed collaboratively. Relationships with freight and LU partners have also strengthened significantly. With GBRf, what was once a distant relationship between two sites less than 200 metres apart has evolved into an open, informal and solution-driven partnership. Following issues identified through the ILR process, we also facilitated operational exchange visits between Wimbledon LOMs and LUL colleagues, simple, non-technical actions that generated significant goodwill and enhanced our reputation.

Our next priority is to build equally strong ties with GTR, particularly given the performance impact of SIMIS-W signalling constraints in the Havant area. As ever, our guiding principle is clear: while we are the performance team, the railway is a single network, if we cannot fix an issue directly, we take responsibility for connecting our colleagues with those who can.

Joint performance strategy review process

Our Joint Performance Strategy is managed through a structured, continuous review cycle designed to keep the document current, responsive, and aligned to the evolving needs of the railway. The Strategy is reviewed quarterly and refreshed annually, ensuring it remains a living document that reflects the risks, opportunities, and system-wide challenges we face. This process enables Network Rail Wessex and South Western Railway to jointly track progress, validate assumptions and adjust priorities as new insights emerge.

Each year begins with a Quarter 1 light review, providing a rapid assessment of progress and identifying any immediate adjustments or quick wins. This is followed by a Quarter 2 comprehensive review and validation, where detailed progress is evaluated, the RF6 forecast is updated, and outputs are tested through the Joint Performance Steering Group to ensure accuracy and alignment. A Quarter 3 light-touch review then assesses continued progress and identifies any changes needed to maintain momentum in the second half of the year. Finally, the cycle concludes with a Quarter 4 full workshop and strategic overhaul, where the Strategy is refreshed holistically, new initiatives are incorporated, outdated activity is removed, and the next year's delivery framework is set out.

This disciplined approach ensures our Strategy remains forward-looking and anchored in the Whole System Model, enabling us to respond effectively to performance risks and opportunities throughout the year. It strengthens joint ownership, maintains strategic clarity, and ensures that our performance planning remains robust, evidence-based and aligned to our long-term ambition of delivering a high-performing railway together.

Data, insight and self-service capability

The South Western Railway Integrated Business Unit is underpinned by a mature data and insights capability that provides a single, trusted view of performance across the Whole System Model. Performance information is consolidated and visualised through a suite of WSM or JPIP linked Power BI dashboards and complementary self-service tools, giving colleagues at all levels timely access to lagging and leading indicators, route- level scorecards, functional drill-downs, and asset-specific views. These dashboards draw on shared data sets across Network Rail and South Western Railway, enabling consistent definitions, improved comparability- and a common language for performance across the integrated business.

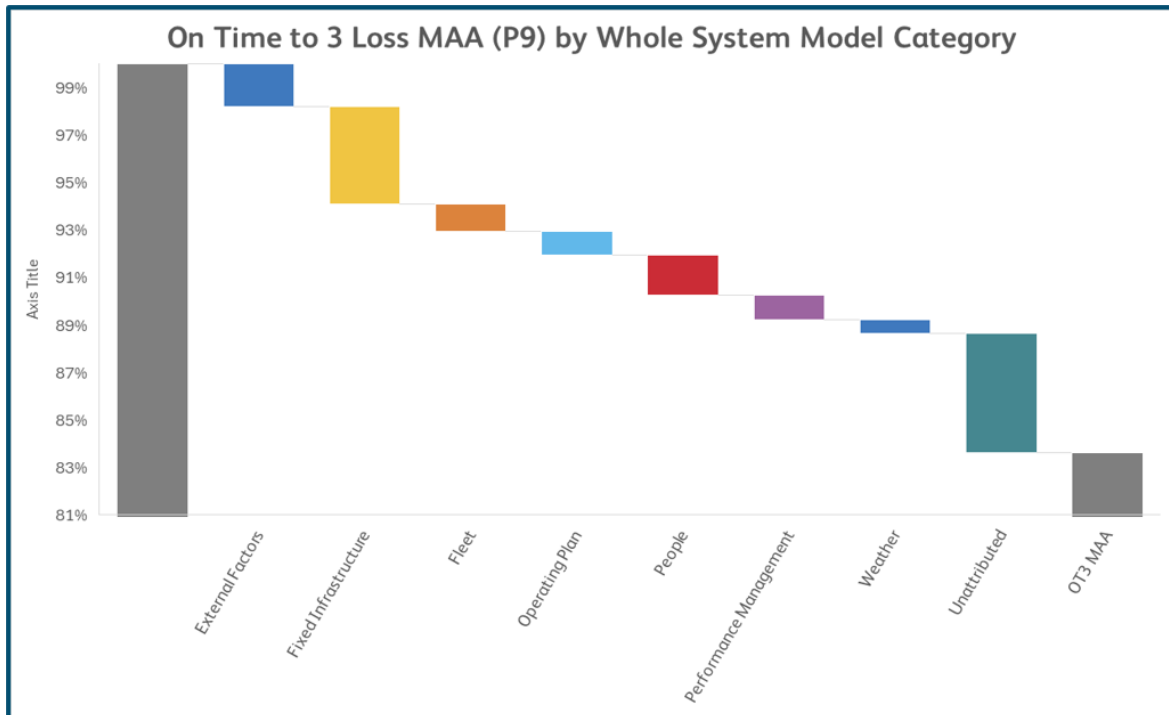
Self-service access to these tools allows operational, tactical, and strategic teams to interrogate the data directly, from frontline managers reviewing local delay drivers through to executive forums assessing progress against the Joint Performance Strategy.

This visualisation of performance data is embedded within the existing performance governance framework, supporting daily and weekly reviews, the Joint Performance Steering Group and quarterly Joint Performance Strategy reviews by providing a clear line of sight from incident-level data to whole system outcomes.

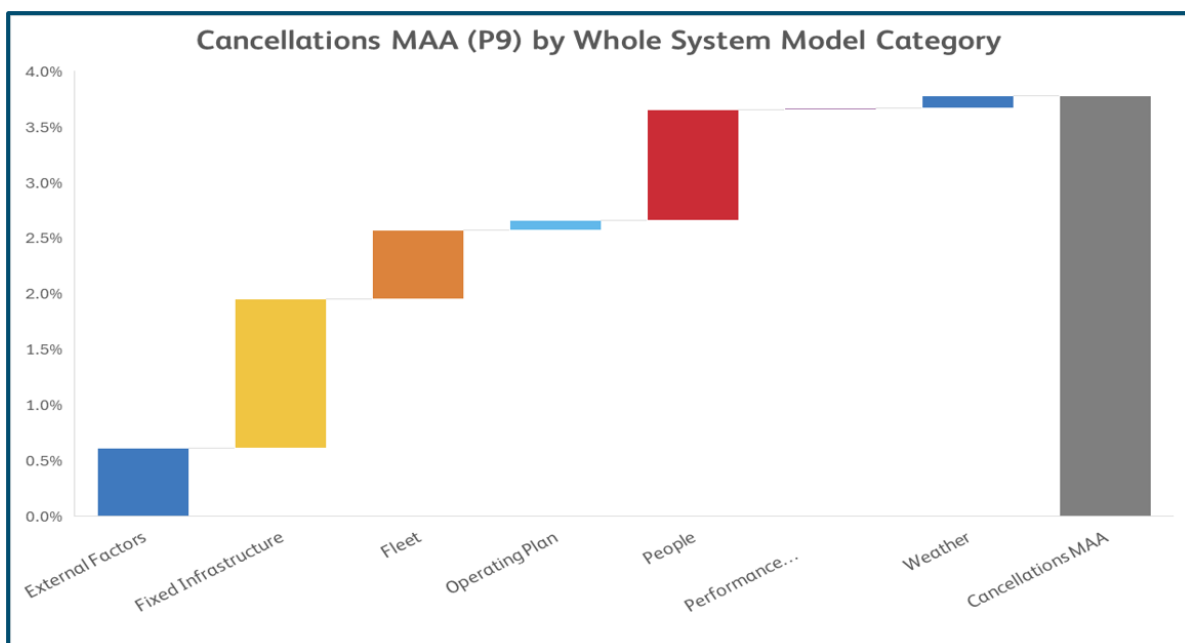
This combination of transparent reporting, repeatable insight and decentralised analysis strengthens decision making, ensures that improvement plans are grounded in evidence, and reinforces accountability for delivery across the South Western Railway Integrated Business Unit. In doing so, it enables a more proactive, data-driven approach to managing risk, prioritising investment and tracking the benefits of our performance initiatives over time.

Appendix 1: Analysis of Current Performance

On Time to 3 attrition summary:



Cancellations attrition summary:



Over the last 13 periods, three WSM categories have contributed more to the overall deterioration of performance, with each of them worsening by over 17%: **Fixed Infrastructure**, **Fleet**, and **People**.

Fixed Infrastructure performance deterioration has largely been seen across two main components: Track Circuit Failures and Signalling System & Functional Power Failures.

There are improvement activities aimed at improving Track Circuit Failures. The completed F2P project will see improved hot weather resilience for assets in the Portsmouth Area, while the Marginal Gains plan will improve the performance impact of incidents between Waterloo and Woking.

Fleet performance has been worsening over the last two years. The Class 455 fleet has now been taken out of service (emergency use only), and the rollout of the Arterio fleet is ongoing; both factors will see an improvement in both Fleet reliability and availability.

People Challenges with People-related performance have largely been caused by Traincrew shortages, often worsened by the need to train drivers on the new Arterio fleet. As the Arterio rollout moves closer toward completion, this position will likely improve given the reduced need to take drivers away from their usual duties.

Committed Performance Outcomes

Metric	24/25	25/26	26/27	27/28	28/29
Time to 3	84.2%	83.8%	84.5%	84.2%	84.7%
Cancellations	3.6%	3.9%	3.8%	3.8%	3.8%

On Time to 3 is expected to improve in year 3 (2026/27) as notable improvement activities are completed across all Whole System Model categories, including substantial asset renewals, the ongoing rollout of the Arterio fleet, and implementation of technology to aid with trespass & fatality events. By the end of 2028/29, On Time to 3 is expected to improve further to 84.7% as the new timetable is embedded following the recast.

There is a level of uncertainty around the timetable improvement, most notably that any timetable recast will need to also consider revenue impact and customer experience, leading to potential trade-offs with performance. There is also a need to review crewing related to the timetable recast, given that reactionary delay due to traincrew is its highest level in at least the last 8 years.

Cancellations performance is expected to remain stable across the rest of the Control Period, improving to 3.8% in 2026/27, and then maintaining that level in years 4 & 5. There are improvement activities which will improve performance; however, this is balanced with risk, particularly the ongoing deterioration of asset performance, and there is national uncertainty around funding for significant asset improvement.

There is a level of uncertainty around this forecast, particularly beyond the end of 2026/27. The most significant of these is extreme weather and related impacts that this has on the network, e.g. Soil Moisture Deficit; the forecast has not assumed that there will be an increase in the volume or severity of extreme weather events. Risk due to extreme weather has been reviewed separately, but due to the high level of uncertainty this has not been included in the baseline forecast.

This forecast also assumes the absence of Industrial Action, which can be highly impacting, particularly on Cancellations. Similarly to extreme weather, there is a high level of uncertainty around this and so it has not been included in the base trajectory.

It is also assumed that Traincrew-related cancellations will not deteriorate further from their current position, largely driven by the Arterio rollout reaching completion.