

Wales and Borders Performance

PWI Presentation

12/05/25

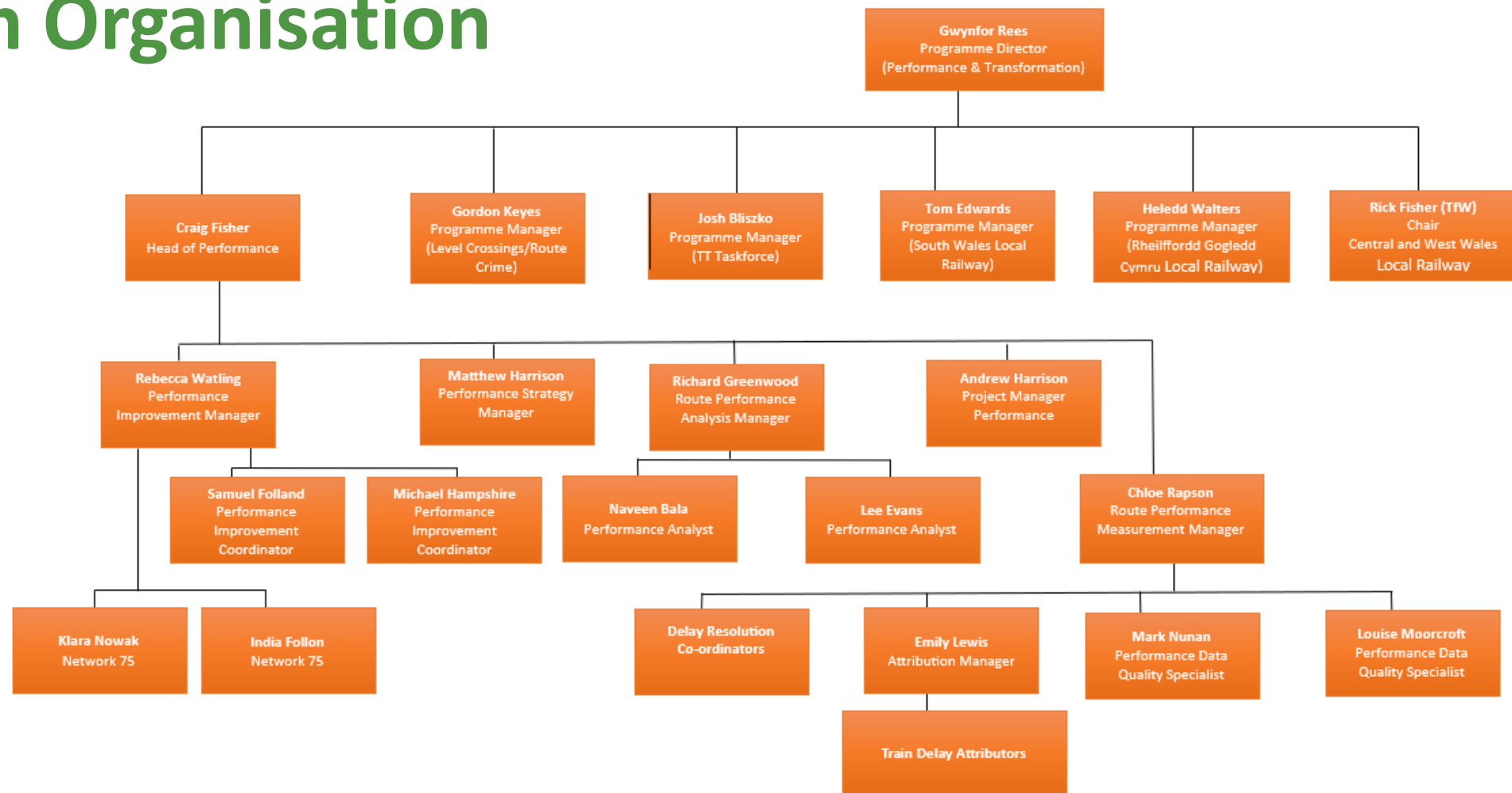


Who am I ?

- Craig Fisher
- Joined London Underground from school as an operational apprentice in 2005
- Placements on stations, trains and signalling
- Signed off the apprenticeship as a signaller
- A career followed with LU for 13 years across multiple roles
- Joined Network Rail in September 2018 as a Local Operations Manager in the Severn & Gwent, with time then in Cardiff, before time as senior manager within the control team
- I became Head of Performance on the Wales & Borders route in April 2023



Team Organisation



Yesterday myself and my performance team took the time to review the last year, detailing our highlights for 23/24, whilst taking the time to capture 'what went well', 'what stopped us doing our best work' and our focus areas for 24/25, with this all to be captured and rolled up into our objectives.

At times in the circa 11 periods, I have been Head of Performance I have felt like an imposter after spending all my working career in Railway Operations. The worlds of forecasting and data analyse alien to myself, spending much time in my early days as Head of Performance questioning if my skills and knowledge belong in this area of the business. Yesterday whilst working through the team and each giving our highlights for 23/24, the following highlight was shared

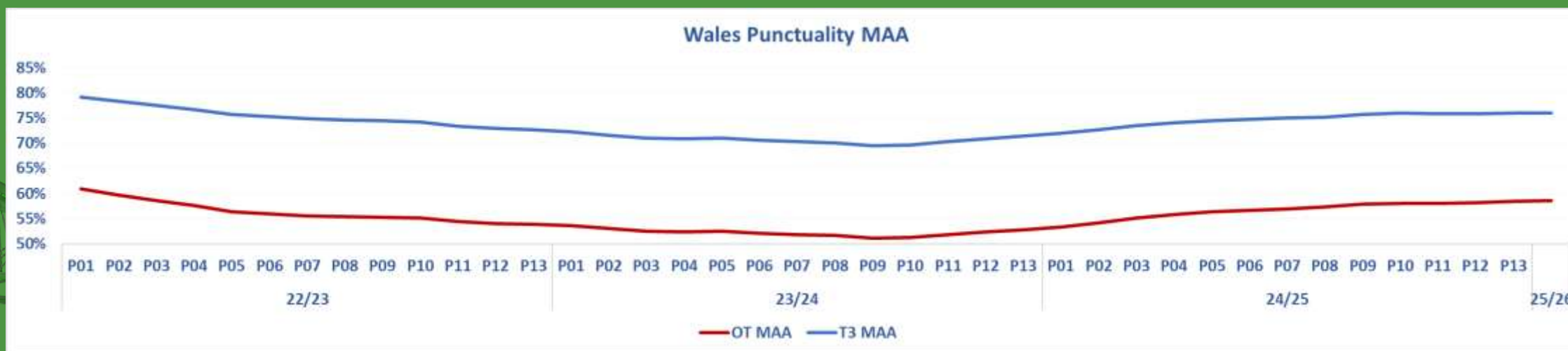
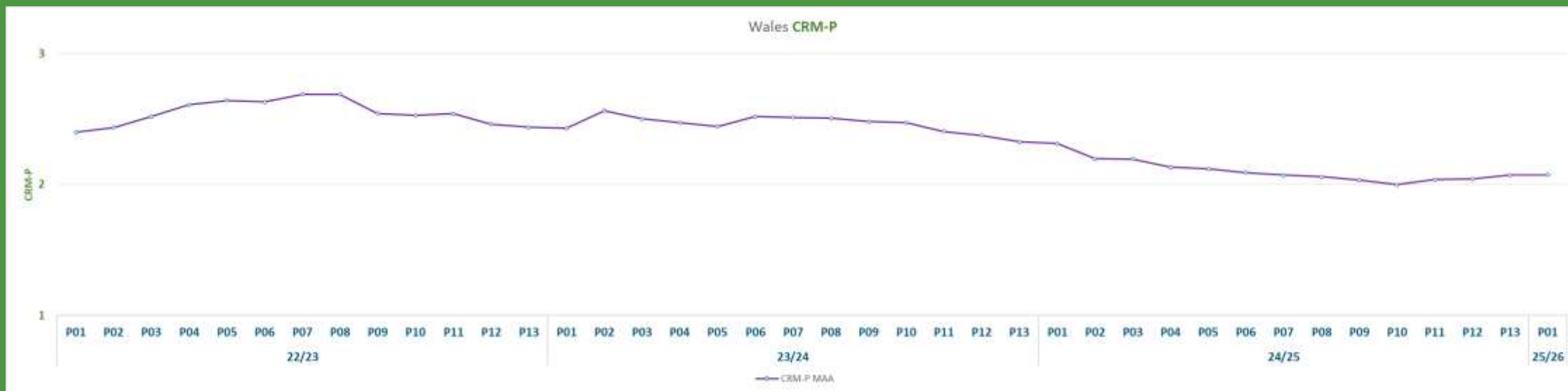
'We are not recognised as a reporting function but instead one that has, can and will deliver for the route'

This resonated deeply with me. It reflects the mindset of our diverse team, one that embraces change, challenges the status quo, and trusts our subject matter experts (SMEs)/colleagues to identify, deliver and drive performance improvements. My participation in the Great People Manager course in Wales reinforced the importance of a growth mindset. As a leader I want to encourage innovation, adaptability, and clarity of vision.

In the dynamic landscape of railway operations, my previous roles often centred around task-based deliverables with immediate outcomes. As I now lead a strategic segment of the business, I continue to approach my work with the same vigour and energy, challenging 'normal'. My greatest lesson from the past year has been to empower our entire team to realise our full potential, unafraid to adapt as needed to achieve our collective goals as a team and route.

Someone once said to me **'have the answer ready before being asked the question'**, something of course not always possible, but this breeds a mindset for me that delivers the pro-active nature I want myself and my team to have. I really am so proud of what my team have helped deliver on the route, with much more to come. My 20th year in the rail industry has arguably been the steepest learning curve but the most enjoyable yet

**LinkedIn post 2024*



On Time to 1

5.7%

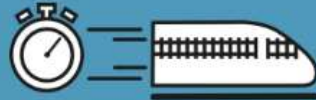
Improvement to the moving annual average 52.8% to 58.5%



On Time to 3

4.6%

Improvement to the moving annual average from 71.4% to 76%



Cancellations

Down to

5.3%

from 5.9%



(Start and end of year moving annual average)

321,843

additional station stops



(Compared to 23/24)

Wales and Borders route delay minutes have reduced by

70,567



(Compared to 23/24)

Data Quality

For attribution are 3% above the national moving annual average at

82%



1.5%

Reduction in the moving annual average for sub threshold on time failures (19.4% to 17.9%)



Temporary speed restrictions

81.9%

Reduction in delay minutes compared to 23/24



Sliver Whistle Award Winners 2025



Most Improved Operational Performance: NR route delay minutes

Freight cancellations and lateness

0.9%



Improvement to the moving annual average 10.7% to 9.8%

Marches line of route

7.4%

Improvement to the on time moving annual average (48.3% to 55.7%)

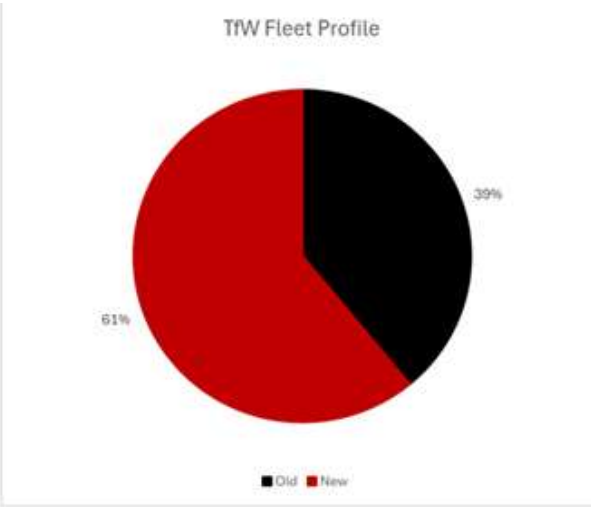


50.8%

Reduction in O-Code early running delay minutes compared to 23/24



New fleet and new timetables



Fleet	No Units	Old / New
150	28	Old
153 (UAT)	12	Old
153 Active Travel	2	Old
158	22	Old
Mk4	7	New
231	11	New
197 2-car	30	New
197 3-car	26	New
197 ETCS	3	New
230	5	New
756/1	17	New
756/0	1	New
Totals	164	



Next new big timetable change in December 2026.....

Our core product – the timetable

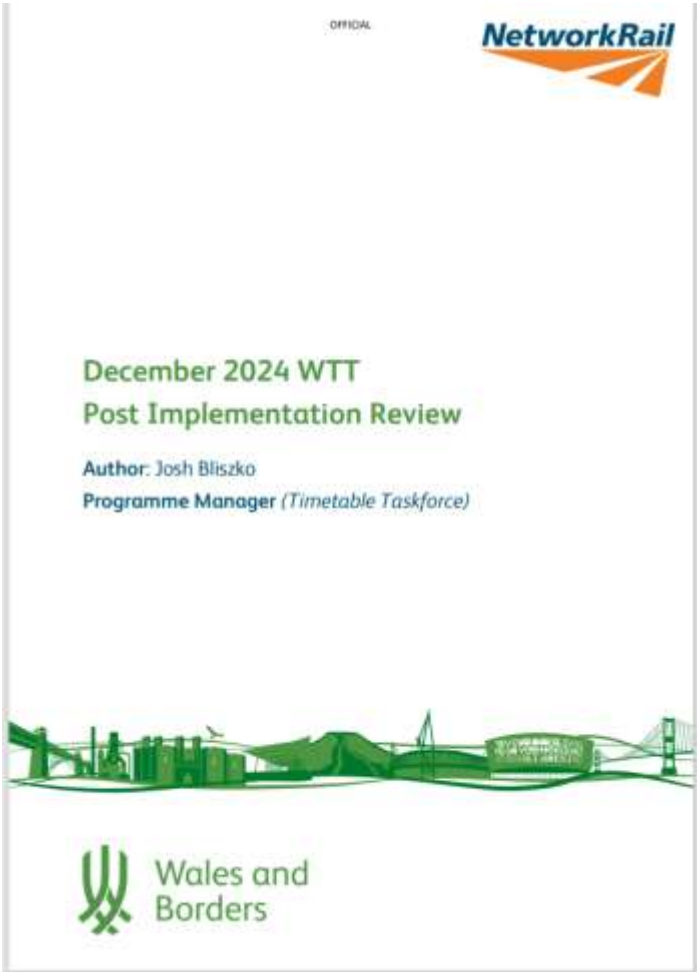


Figure 4: Heat Map demonstrating individual headcode Median Lateness against WTT in a matrix. The colour gradient is rooted in Green for services early or 0 mins late. The gradient shifts to yellow for 3 mins late and red for 6 mins late.

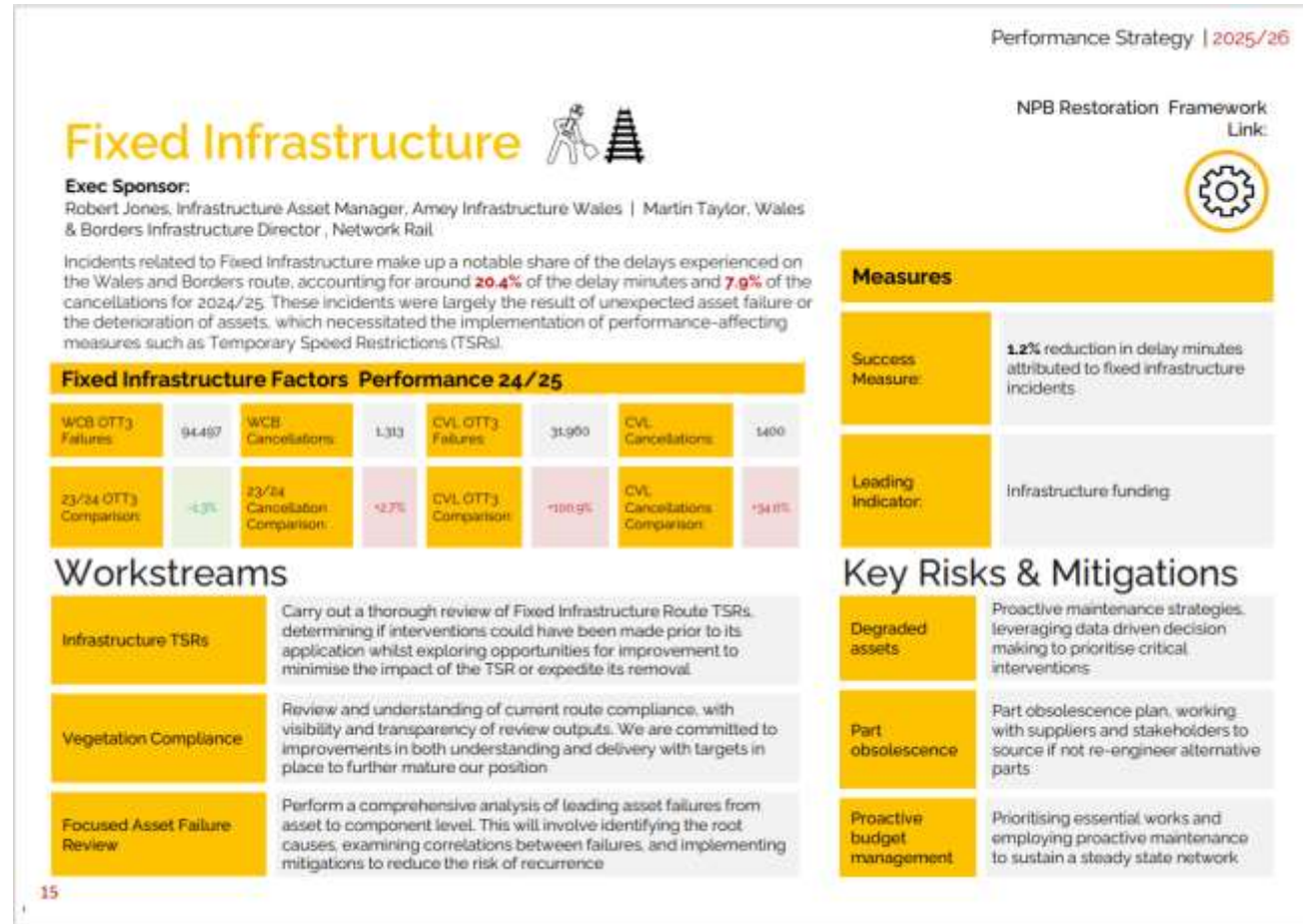


Figure 5: Washing Line chart demonstrating median lateness against WTT in linear format. Each line reflects an operating period – the December 2024 WTT commenced mid-way through Period 10, therefore Period 11 will have the cleanest results.

Joint Performance Strategy Overview



Joint Performance Strategy – Fixed Infrastructure



Further devolution – Local Railways



Looking forward

Fixed Infrastructure

Service affecting failures due to asset degradation



Wales and
Borders



On my mind

Cyclic top TSR avoidance

Minimising rail defects

Cracked S&C crossings

Life extension and refurbishment

S&C renewal quality

Alternatives to IM fleet runs

System vs functional risk

Ideas please

PWI Mission

Recognising the engineering challenges in railway infrastructure; sharing knowledge, solutions, and best practice; and fostering their adoption through collaboration, enabling positive change.

Thank you