Oxford Local Plan 2045

Submission Draft

COMMENT FORM

Part A

You only need to fill Part A in once

Your name: Grace Lewis

Organisation (if applicable): Network Rail Ltd

Address: [redacted]

Email: [redacted]

Date: 13/03/2026

Data protection:

Please note that your response will be made available for inspection by the public in paper form at the Council's offices, or other locations as appropriate for the purpose of facilitating public access.

Your personal details will be properly safeguarded and processed in accordance with the requirements of the General Data Protection Regulation (GDPR) 2018. Your information will be used for The Oxford Local Plan 2045 Proposed Submission Consultation only, and we will only store your data until the Oxford Local Plan 2045 is accepted. Information you give in this form could be shared with the Independent Examiner at the examination stage of the Local Plan process.

We cannot accept anonymous comments.

☒ If you are happy for us to state your name and the first line of your address and postcode when publishing your response(s), please tick this box.

☐ If you would rather all personal details except your name and a non-specific address (e.g. Oxford) to be obscured, please tick this box.

	Yes	No
Do you wish to speak at the examination hearings? (Please note that the Inspector will decide who to invite to speak)	○	◉
Do you wish to be notified when:		
the Council submit the Oxford Local Plan 2045 to the Government?	◉	○
the Inspector's Report is published?	◉	○
the Oxford Local Plan 2045 is adopted by the Council?	◉	○

GENERAL ADVICE

For advice on making a comment, please see the accompanying notes page. It is also available at www.oxford.gov.uk/oxford-local-plan-2045

When completing the form,

- You only need to complete Part A once
- Use Part B to make your specific comments. You may complete Part B multiple times to comment on different parts of the Oxford Local Plan 2045.
- Cover concisely all the information and evidence you feel supports or justifies your view, as this will normally be your only opportunity to tell us about it.
- Be as precise as possible.

HOW TO SUBMIT YOUR COMMENTS

Please submit completed forms by email or post to:

planningpolicy@oxford.gov.uk

Planning Policy Team
Oxford City Council
Town Hall
St Aldate's
Oxford
OX1 1BX

If you have any questions please feel free to get in touch with the Planning Policy Team
T: 01865 252847
planningpolicy@oxford.gov.uk
www.oxford.gov.uk/localplan2040

Please ensure your comments reach us by **4.00pm on Friday 13th March 2026.**
Thank you for participating.

DETAILS OF YOUR COMMENT

Part B

Please use a new Part B for each point you are commenting on. Attach all completed forms to Part A.

Please read the accompanying notes before completing Part B. The notes explain what we mean by soundness and legal compliance. These are questions that we are expected to ask consultees.

Q1. Which part of the document do you wish to comment on? (please give the relevant paragraph or policy number)

Paragraph		Policies Map	
Policy Number		Sustainability Appraisal	

Q2. Do you consider that the document:

(a) is legally compliant?	☐ Yes	☐ No
(b) is sound?	☐ Yes	☐ No
	☐	☐

Q3. Do you consider that the document is **unsound** because it is <u>not</u>: (tick as appropriate)

(a) positively prepared?	☐	(c) effective?	☐
(b) justified?	☐	(d) consistent with national policy?	☐

Q4. Please tell us below why you consider the document to be unsound or not legally compliant. If you do believe the document is sound or legally compliant, or complies you may use the box to explain why.

Please use an extra sheet if completing a paper copy.

Q5. What change(s) do you consider necessary to make the document sound or legally compliant? Please explain why this change will achieve soundness or legal compliance. It would be helpful if you could suggest revised wording for the policy or text in question.

Please use an extra sheet if completing a paper copy.

This is the end of the comment form

Network Rail
1st Floor
Bristol Temple Point
Bristol
BS1 6NL

Date: 12 March 2026

TOWN AND COUNTRY PLANNING ACT 1990 (as amended)
PROPOSAL: Draft Oxford Local Plan 2045

Dear Oxford City Council,

Thank you for consulting us on the Draft Oxford Local Plan 2045. This email forms for the basis of our response.

Network Rail is a statutory undertaker responsible for maintaining and operating the country's railway infrastructure and associated estate. Network Rail owns, operates, maintains and develops the main rail network. This includes the railway tracks, stations, signalling systems, bridges, tunnels, level crossings and viaducts. The preparation of development plan policy is important in relation to the protection and enhancement of Network Rail's infrastructure.

Network Rail are currently in the process of expanding the existing Oxford Railway Station and surrounding rail corridor to increase capacity, improve multimodal interchange, facilitate growth in rail usage and provide a safer road layout within the vicinity. The project includes new platforms, public realm improvements, and reconfiguration of the west side of Oxford station, to provide a new entrance, in turn helping to alleviate existing pressures and concentration of passenger flows. It is envisaged that these upgrades will boost the economy in the long term with more rail services to support businesses, residents and visitors to the City.

Oxford Plan Evidence Base - Infrastructure Delivery Plan (IDP) (Interim 2025).

In relation to rail, the interim June 2025 Infrastructure Delivery Plan produced by Oxford City Council sets out the infrastructure requirements within Oxford over the plan period, as well as identifying methods of delivery to enable growth and encourage investment.

The Plan / noted evidence base has identified a number of rail projects within the area which are supported by Network Rail however, further rail capacity enhancements within Oxford may be required beyond currently committed schemes.

Spatial Strategy: Policy S1 – Spatial Strategy and Presumption in Favour of Sustainable Development

Policy S1 provides the overarching spatial strategy for Oxford City, setting out expectations for new developments over the plan period, up to 2045. Network Rail supports the Local Plan

Spatial Strategy, notably the reference of seeking to locate development in areas well served and close to public transport, including rail. Regarding Criterion (f) of the draft policy, it is recommended that it be expanded as follows (additional wording underlined):

"Ensure new uses are in locations where they will not harm the amenity or operation of existing neighbouring uses".

This will help to ensure that development, including residential uses, close to the railway does not restrict existing or likely future operational rail requirements in line with the 'agent of change' principle established in Paragraph 200 of the NPPF.

Strategic Rail Infrastructure and Long-Term Growth

We welcome the Plan's recognition of the critical role of rail in supporting sustainable growth, particularly through the safeguarding of land for East West Rail, improvements to Oxford Station, and the reopening of the Cowley Branch Line (Policy S3).

Network Rail supports the intent of Policy S3 which outlines how the Council will work with infrastructure providers to support the delivery of infrastructure. However, a key concern is that the Plan's rail infrastructure narrative appears to stop at the completion of currently defined schemes (notably East West Rail Phase 2 and Cowley Plus), despite the Plan itself clearly anticipating continued population, employment and visitor growth beyond these interventions. The supporting text refers to longer-term growth pressures and endorses initiatives such as OxRail 2040, yet the implications of this ambition for rail infrastructure within Oxford are not fully articulated.

While it is understood that this Local Plan is not the appropriate document for detailed station masterplans or full route alignments, there is a notable absence of acknowledgement that further rail capacity enhancements within Oxford will be required beyond currently committed schemes. Given repeated engagement with both City and County Councils on the constraints of the existing rail corridor and station capacity, this omission risks creating a strategic disconnect between growth aspirations and infrastructure realism.

We consider it important that the Plan explicitly recognises that:

- Supporting growth beyond the mid-2030s will require additional rail infrastructure interventions within Oxford itself, not solely at its periphery.
- Future enhancements may necessitate changes to existing rail alignments, junctions, station layouts and operational land, some of which could have implications for land use, heritage assets and environmental designations.

These requirements should be acknowledged now to avoid future conflicts with policies that otherwise seek to constrain development in sensitive locations.

West End and Botley Road Area of Focus

Network Rail supports the identification of the West End and Botley Road as an 'Area of Focus'. However, we note that the Draft Local Plan no longer refers to the Area's "significant opportunity to create high density urban living with good provision and access to open space and a vibrant mix of uses, and also to make a significant contribution to the knowledge economy." These qualities were previously set out as key reasons for designating this area as an Area of Focus, and we consider it important that future policy continues to acknowledge this potential and actively support the area in realising it.

Policy I2: Safeguarding Land for Infrastructure - East West Rail Safeguarding and Boundary Definition

Policy I2 aims to safeguard the land required to deliver the specific strategic infrastructure schemes in the Plan to support their delivery. Notably, land has been safeguarded to deliver the East West Rail (Oxford) railway link. The East West Rail Safeguarding Directions (November 2025) confers specific requirements in relation to development proposals involving the land safeguarded for East West Rail (Oxford).

Whilst the safeguarding of land is supported by Network Rail, the safeguarded boundary shown may not reflect the latest operational and construction requirements, particularly given that East West Rail's safeguarding limits continue to evolve as the project progresses. The current safeguarding boundary may not fully account for temporary and permanent construction compounds, access arrangements, and ancillary infrastructure and this is something that will need to be considered.

Oxford Parkway Area

There appears to be a potential land use conflict in the Oxford Parkway area, specifically involving agricultural land between the A34 and Oxford Parkway Station (postcode OX2 8JQ).

The land is identified within the Plan as having development potential and is also understood to be of interest or potential importance to East West Rail for operational or construction-related purposes.

Without clearer policy alignment, there is a risk that development proposals could come forward that compromise rail infrastructure delivery, or that safeguarding requirements could undermine allocated development sites. This issue would benefit from clearer cross-referencing between site allocation policies and rail safeguarding policies to ensure consistency and certainty.

OxRail 2040

The Plan's support for OxRail2040 is welcomed. However, there is a possible conflict between the aspiration for OxRail2040 and some of the protections within the document.

Delivering the scale of service enhancement associated with OxRail 2040 is likely to require increased railway land take in certain locations, potentially including areas currently within floodplain or protected environmental designations, as well as possible construction within Oxford's protected view cones including views of the historic skyline.

While the protection of Oxford's landscape and heritage is fully recognised and supported, it is important that risk to future rail schemes necessary to deliver the Plan's growth and sustainability objectives are not conflicting with policy.

Freight

We strongly support a policy approach that protects existing rail freight facilities, infrastructure and operational capability within Oxford and its immediate areas. While the Plan safeguards land for East West Rail and other strategic infrastructure, it does not explicitly protect existing rail-served sites, sidings or rail freight access arrangements from being compromised by adjacent development.

We recommend that the Plan acknowledges safeguarding of existing rail freight facilities and rail-served sites to ensure development does not prejudice their continued and future use.

Policy SPCW9 – Oxford Railway Station and Becket Street Car Park

Network Rail are supportive of the works to Oxford Railway Station and proposed mixed use development for Becket Street Car Park with a number of residential, retail and commercial uses proposed. However, we believe the policy should also incorporate the need for education facilities and this should be reflected in the policy wording. Amendments to the wording of the Draft Policy are sought, as set out in **Appendix 1.**

Further to this, we would request that the proposed wider Western Entrance area is also included within the boundary of the Site Allocation to ensure that the station redevelopment can be planned and delivered as a fully integrated project.

The reconfiguration of the western side of the station is a critical component of the overall redevelopment. It is essential for improving access, supporting wider regeneration initiatives, and addressing current operational and capacity pressures.

We therefore strongly encourage the Council to incorporate the full extent of the proposed wider Western Entrance area within the Site Allocation to facilitate a holistic, coordinated, and deliverable scheme.

Policy SPCW2 – Botley Road Sites around Cripley Road including River Hotel and Westgate Hotel

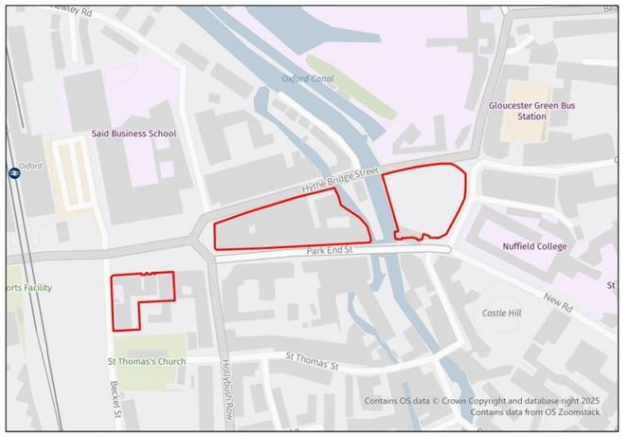
With the potential inclusion of the western side of the station and the proposed allocations set out in SPCW2, consideration should be made for the subsequent impact of the proposals on one another. The proposal for residential development should consider the compatibility with the aspirations of the stations redevelopment.



Policy SPCW7 – Nuffield sites (Island Site / Worcester St Car Park and Pub/Land South of Frideswide Square)

The parcel of land adjacent to Beckett Street which is identified within Policy SPCW7 lies opposite the station redevelopment allocation and can easily be impacted by the forthcoming proposals subject to what is proposed within the Nuffield site. Consideration within this policy should be made against the station redevelopment proposals.

The allocation allows a mix of uses across the three sites that delivers residential and/or student accommodation, employment uses, and appropriate other uses including retail, cafés/restaurants and other uses that support the evening economy. A minimum number of 59 dwellings (net gain) (or if delivered as student rooms, the equivalent number of rooms when the relevant ratio is applied). These could conflict with the Beckett Street proposals on an amenity harm basis.



Cowley Branch Line Area of Focus

This policy focuses on the Cowley Branch line and Littlemore area of Focus. Network Rail welcome their inclusion of the Cowley Branch proposal and policy to maximise development value in and around the two proposed stations.

It is noted that the policy acknowledges the need to deliver upgraded walking, cycling and wheeling infrastructure in order to promote sustainable travel. Network Rail supports this approach in favour of sustainable travel modes however any offsite works will need to be promoted and delivered by the Local Authority.

The policy also makes references to the proposed CBL railway stations at Oxford Science Park and in the vicinity of ARC Business Park. In order for these stations to be delivered Mallams footpath level crossing must be formally closed as currently part of the PROW network and the nearby Spring Lane Level Crossing upgraded as an alternative to Mallams as part of the Cowley Branch project. The closure of these level crossings is acknowledged within the plan document which is supported by Network Rail.

Network Rail welcomes the opportunity to contribute to the Regulation 19 consultation and remains committed to working collaboratively with Oxford City Council to ensure the Local Plan supports the long-term growth, resilience, and community value of Oxford Railway Station and the wider rail network.

Yours Sincerely,

[redacted]

Grace Lewis MRTPI
Town Planner, Network Rail Wales and Western

Appendix 1

Oxford Railway Station and Becket St Car Park (amendments in green)

Site area	2.56ha
Ward	Osney & St Thomas
Landowner	Network Rail
Current Use(s)	Railway Station and associated buildings and infrastructure including surface level car park for rail users.
Flood zone	Flood Zone 2
Notable heritage assets	The site is located within the Historic Core Area and within several view cones (in particular, Raleigh Park and Boar's Hill). The site contains the Scheduled Ancient Monuments of Rewley Abbey (predominantly below ground) and Swing Bridge at Sheepwash Channel. The southern end of this plot extends into the precinct of Osney Abbey.
Notable ecological features	There are mature trees with TPO protection at the main station site.
Urban Greening Factor score	The site is likely to score below the Urban Greening Factor target.
Safeguarded Land	All of this site allocation has been identified as Safeguarded Land for EWR (Oxford).

Policy SPCW9 – Oxford Railway Sation and Becket Street Car Park
Planning permission will be granted for a new station and associated public realm alongside a mix of uses including residential and/ or student accommodation, employment **and education** uses (Use Class E), and complementary town centre uses including retail, cafés and evening economy uses, which activate ground floor frontages and help to create a vibrant city quarter. The development is expected to deliver a minimum of 52 dwellings (or, if delivered as student rooms, the equivalent number of rooms when the relevant ratio is applied). The redevelopment of Oxford Railway Station is expected to enhance its function as a major transport hub; deliver a well-designed high quality, station building and associated enabling development; provide high quality public realm, supported by green infrastructure; and deliver safe routes through and to the site for walking, cycling and wheeling. Redevelopment of the Oxford Station should be delivered to align with the principles and priorities outlined in OxRail 2040: Plan for Rail. Development proposals across the two sites should be brought forward in accordance with a masterplan-led approach that sets out the anticipated development phases in which the sites will be brought forward. Where a phased delivery strategy is proposed, this should ensure that all the residential development can be delivered across the whole development. Development should have regard to the principles set out in the West End and Osney Mead SPD. Other complementary uses will be considered on their merits. **Open space, nature, flood risk**

a) Proposed layouts should seek to improve and create green routes through the site to encourage and support biodiversity. The use of green walls, roofs, tree planting and the creation of green space within the development are all encouraged.
b) Where new green infrastructure is delivered on site, it is expected to be delivered in such a way that supports existing habitats by creating linkages between them.
c) A site-specific FRA should be undertaken as the whole site is more than 1ha and is currently located within Flood Zone 1.
d) The Becket St car park site is raised up above Becket St, which lies in Flood Zone 2. Where development proposals involving level changes to the Becket St car park are proposed, a site-specific Flood Risk Assessment (FRA) would be needed if the change in level results in changes to the flood risk zone.

Urban design & heritage

e) Development proposals concerned with the redevelopment and regeneration of this site allocation should be brought forward in accordance with a masterplan-led approach.
f) The redevelopment of this site provides an opportunity to deliver high-quality public realm improvements. Opportunities for new civic spaces exist at both the Becket St car park site and the main eastern station entrance site. The creation of a new civic space should be created within at least one of the development sites.
g) Public realm improvements should be delivered that create an enhanced sense of arrival.
h) Development proposals should not be of such scale, form and massing so as to obstruct or compete with views to, from and across the historic city core.
i) Development proposals involving taller buildings that exceed the height stated in the High Buildings TAN should be designed with consideration of their impact on views. In particular, views out from the historic core, views into the site (e.g., from the Raleigh Park and Boar's Hill view cones), further views, and relevant local views into, out from and across the site should all be considered. Prior to undertaking any landscape or visual assessment work (to support the masterplan led approach, or development proposals), the key views should be discussed and agreed in advance in writing with the City Council. A full assessment should accompany proposals so that the full impacts can be understood and assessed.
j) The site is of archaeological interest. The southern end of the main station site extends into the precinct of Osney Abbey and any significant groundworks in this area would require evaluation. A recent watching brief has demonstrated that Victorian railway infrastructure is buried beneath the build-up of Becket Street Car Park, which may require mitigation recording. This will require further investigation as part of any redevelopment (**Policy HD5**).

Movement & access

k) Routes within the site should be designed to strengthen links to the wider area and should enable clear and direct access to the station both from the south, via Oxpens, and from the north, via Rewley Road.
l) Development proposals should deliver anew enhanced bridge across the Botley Road to enable safe, secure access for all station users. Improvements to Cemetery Bridge that enhance its appearance and support a wider range of users would are encouraged.
m) Development proposals should incorporate public realm improvements that deliver priority for walkers, cyclists, and wheelers. The use of public art to support wayfinding is encouraged.
n) The access to the main station site should be enhanced and any improvements should support the delivery of a multi-modal transport hub including secure cycle parking and a reduction in car parking spaces (subject to ORR confirmation and approval). Opportunities to improve priority for walkers, cyclists and wheelers at the main station entrance should be investigated and delivered as part of the masterplan-led approach for the site.
o) Any new walk/cycle/wheel routes through the Becket St car park site should be safe, secure and legible. Routes through the whole length of the Becket St site that run parallel to the western site boundary (i.e., the railway line) should be avoided.
p) The masterplan-led approach should identify how bus and taxi provision (including layover and feeder ranks) are to be provided. Where bus and taxi provision (and associated

infrastructure i.e. bus stops or rail replacement bus facilities) are proposed outside the site allocation boundary, this should be agreed in writing with the City Council.

Additional Requirements

q) Development proposals involving operational land should demonstrate that any operational requirements have been satisfactorily addressed. Any proposed solutions involving land outside the redline boundary of the site allocation should be agreed in advance in writing with the City Council and the applicant should demonstrate that the relevant consent/s have been secured from the landowner.

r) Due to likely contamination risks associated with the railway use, proposals will be required to include an appropriate site contamination investigation and demonstrate how contamination issues will be resolved where relevant (**Policy R7**).

s) Planning permission involving land safeguarded for East West Rail (Oxford) will not be granted until the East West Rail Company has been consulted and the procedure set out in the East West Rail Safeguarding Directions has been followed (**Policy I2**).



North West & Central

Regional Strategic Plan

February 2021

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FOREWORD

FOREWORD

MESSAGE FROM REGIONAL MANAGING DIRECTOR



The North West & Central (NW&C) region is the Backbone of Britain, the economic spine linking our main cities of London, Birmingham, Manchester and Liverpool. We connect workers with jobs, people with loved ones and goods to market. That remains our purpose despite Covid having changed the world around us perhaps forever.

NW&C's three more deeply devolved routes - North West, Central & West Coast Mainline South - continue to view all their activity through the lens of our service equation.



If it doesn't drive service, we don't do it. Covid or no Covid, our service equation is always relevant.

Since the start of 2021, Covid continues to impact our industry. Train company timetables were scaled down in January with plans continually under review for possible further changes in the months to come. Until vaccines begin to take a widespread effect, we expect to stay in this holding pattern. Covid testing is being offered to all of our frontline workforce, who continue to do a fantastic job keeping goods and key workers moving.

January marked the start of NW&C's safety listening programme, which will give rise to a 'safety revolution' on NW&C. The region's safety, health and environment team – supported by external experts – is interviewing Team NW&C colleagues to find out what enables, and what stops, us behaving safely. This comes after the deaths of four railway family colleagues and a passenger in 2020. Among those who died was Aden Ashurst, an AmcoGiffen contractor, at one of our capital delivery work sites at Roade Cutting, Northamptonshire, on 8 April 2020. Once we have colleagues' honest views we will create a plan to improve. Until we achieve 'safety,' the first element of our equation, we cannot hope to provide a consistently reliable service for passengers and freight customers.

In Year 2 of CP6 we worked hard to recover from the poor train service performance of Year 1 and the years preceding it. Covid-related falls in passenger volumes have helped improve train service punctuality. We have also corrected timetables which were, previously, impossible to operate reliably. Project Alpha, our performance-improvement programme, activated in November 2019, has driven further performance improvements.

FOREWORD

MESSAGE FROM REGIONAL MANAGING DIRECTOR







In January the Department for Transport, supported by Network Rail and Transport for the North, kicked off a formal consultation into proposed timetable changes in the North from May 2022. The proposals aim to give passengers a more evenly-spaced train plan, less prone to the knock-on delays and cancellations which have dogged them in years past. This is the first part of a joint industry plan to deliver the second element of our service equation – 'performance' – for the people we serve. A consistently reliable train service running to a timetable people can trust. After these timetable improvements are made, infrastructure upgrades will take place. These are as yet unfunded and unfinalized at this stage.

On 26 March 2021, NW&C acquires the Worcester delivery unit area, along with around 100 colleagues, from Network Rail's Wales & Western region. This move is based on the priorities of our key stakeholders in the West Midlands, including the region's mayor Andy Street. It will enable us to take a more coherent view of the railway serving Birmingham and the surrounding counties. This fits with the 'performance' and 'brilliant basics' elements of our service equation.

On the topic of 'brilliant basics,' our Brilliant Basics programme continues. Colleagues across NW&C are firing in their Brilliant Basics Brainwaves to help us become more efficient and focused on delivering our service equation. We have also instigated our '10 Point Plan' for engineering excellence to deliver a safe, reliable, available railway and an empowered workforce that puts passengers first. In light of Covid-related drops in revenue due to reduced passenger numbers, we must adapt to our changing circumstances, including the needs of our core markets.

In Year 3 of CP6 we will deliver even more railway upgrades than Year 2. This includes crucial HS2 enabling work on 'lines E and X' on the approach to Euston station, Water Orton corridor near Birmingham and preparation for Crewe Hub. We will continue with East West Rail phase two (Bletchley to Bedford) and carry out the final stages of the Birmingham resignalling scheme. Work continues on the Great North Rail Project and the Midlands Rail Hub plans to boost capacity and connectivity.

All of these upgrade schemes aim to give passengers and freight customers a bigger, more reliable railway able to carry more goods and people in future and help make our service equation a reality.

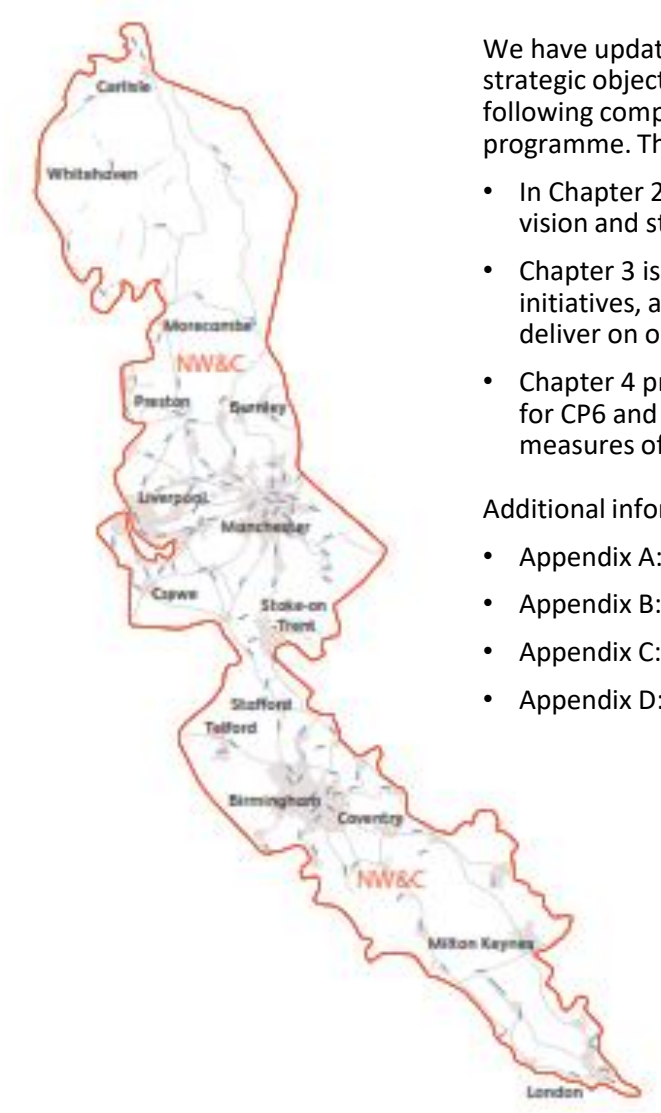
Be safe. Be patient. Be kind.

Tim Shoveller

Regional Director for NW&C, Backbone of Britain

FOREWORD

OUR PLAN



This document sets out the strategic plan for North West & Central region and describes the key objectives and initiatives that the region will deliver over the course of the period ending 31 March 2024. This time horizon aligns to our regulatory funding period referred to as control period 6 (CP6).

We have updated the structure of our strategic plan to align our strategic objectives and initiatives to our new regional structure following completion of the Putting Passengers First transformation programme. The document is structured as follows:

- In Chapter 2, we provide an overview of the NW&C region, our vision and strategic priorities.
- Chapter 3 is a summary of our strategic objectives and key initiatives, aligned to our regional structure, that will enable us to deliver on our vision and priorities.
- Chapter 4 provides an overview of the key financial information for CP6 and describes how we have delivered against our measures of success on our regional scorecard.

Additional information is provided in the appendices, as follows:

- Appendix A: Significant Changes.
- Appendix B: Key assumptions.
- Appendix C: Scorecard measure definitions.
- Appendix D: Risks.

NW&C REGION OVERVIEW



NW&C REGION OVERVIEW

NORTH WEST CENTRAL REGION

Employees
8,800

Passenger no.
1.3m
Each weekday

Train services
6,700
daily services

Bridges
7,100

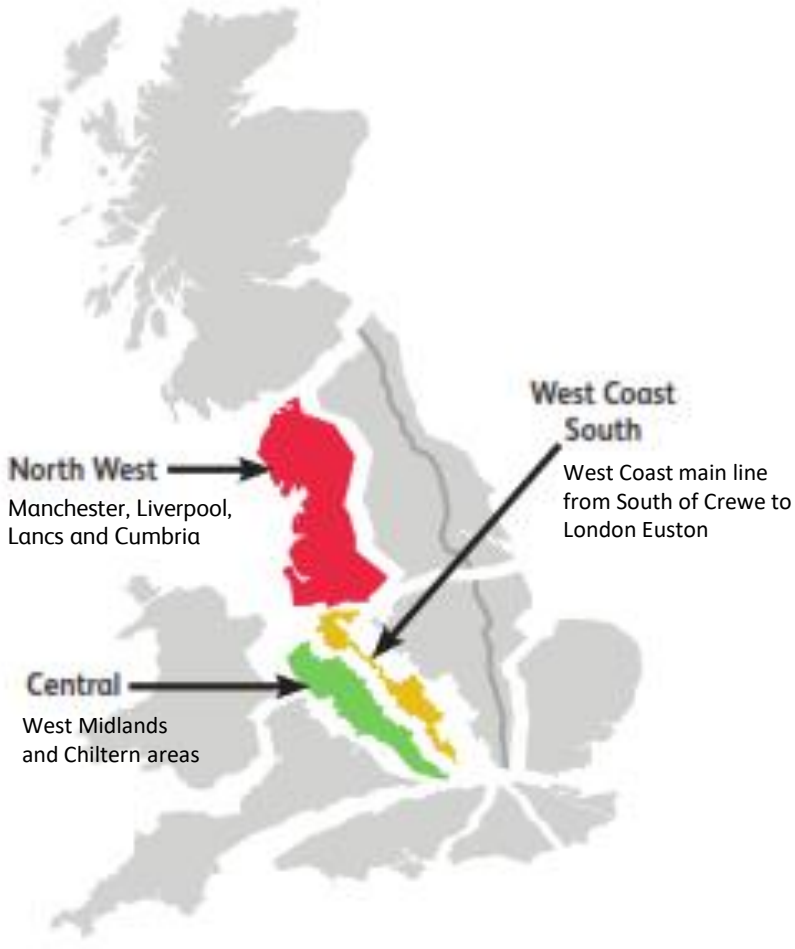
Size
24%
of Britain's railway

Stations
571

NORTH WEST & CENTRAL REGION

Our railway runs from London Euston and Marylebone in the South through the Chiltern and West Midlands regions, the North West of England and Cumbria before joining with Scotland at Gretna. We are home to the West Coast main line, the busiest mixed-use railway in Europe, serving London, Birmingham, Manchester, Liverpool, Edinburgh and Glasgow.

We have 8,800 employees. Our vision is 'Putting Passengers First'. We will achieve this vision by each of us living and breathing our service equation, which is NW&C's practical application of PPF.



NW&C REGION OVERVIEW



OUR VISION

THE NETWORK RAIL STORY

We get people and goods to where they need to be and support out country's prosperity. Our vision of 'Putting Passengers First'. If we get things right, we can improve people's lives every day. We are changing into a service organisation based on our four hearts.





THE NW&C SERVICE EQUATION

Our service equation is the practical application of our Putting Passengers First vision. It sets out a simple formula for how NW&C region can effectively meet the needs of passengers. A whole-system view is needed to provide a good service. Performance is one of three key elements, alongside safety and 'brilliant basics'.



NW&C REGION OVERVIEW



PUTTING PASSENGERS FIRST

NW&C's three routes – North West, Central and West Coast South – were launched in September 2019, devolving our key decision-making closer to the markets we serve. This is part of Network Rail's ongoing bid to improve service for customers.

But we recognise organisational structure alone will not achieve that. Great personal behaviours by all 8,800 NW&C colleagues will.

In recent years the railway, notably in the North and the West Midlands, has not worked well for passengers, many of whom have felt let down. We are working with government and train company colleagues to give passengers reliable on-time trains, running to a timetable they can trust.

Prior to the Covid crisis, demand for rail was forecast to grow dramatically on NW&C in CP6 (2019 to 2024) – passengers +12% and freight +18%. We must maintain service reliability while delivering a bigger railway able to carry more people and produce in the future. The immediate challenge is winning passengers back to the railway by demonstrating it is safe and reliable. This is key to Britain's economic recovery from the Covid crisis.

Longer term, HS2 will add much-needed capacity to the West Coast main line, Europe's business mixed-use railway, predicted (prior to Covid) to be full by the mid-2020s. The Great North Rail Project and the Midlands Rail Hub plans also seek to boost reliability, capacity and connectivity in line with our service equation.



In November 2019, to improve service for passengers, we activated Project Alpha, a region-wide performance-improvement campaign. This has grown into more than 100 separate schemes put forward by our frontline colleagues, totalling more than £127m of investment.

Delivery of our CP6 plan (£5.6bn at 2018/19 prices, for our core maintenance, renewals and operations) relies upon our newly-devolved structure; our three routes and Capital Delivery team supported by our strengthened support functions.

But, business structure alone will not deliver the consistently reliable service our passengers and freight customers expect and deserve.

Turning our 'Putting Passengers First' vision into a reality depends on each Team NW&C colleague thinking, planning and acting with a service mindset.

NW&C REGION OVERVIEW



OUR STRATEGIC PRIORITIES

Our strategic priorities align with Network Rail's six strategic themes, and have been informed by those of our stakeholders and updated to reflect our organisational changes and the first two years of CP6.

TRAIN PERFORMANCE AND OPERATIONAL MANAGEMENT

- Restoration of operational capability and expert operational management
- Improving consultative decision making through closer working relationships with our train and freight operators
- Taking a structured approach to mitigate against fatalities and trespass incidents and delivering against our route crime and suicide prevention strategy

DELIVERING SUCCESSFUL TIMETABLING CHANGES AND REDUCING TRACK ACCESS CONSTRAINTS

- Engaging with our train and freight operators and working collaboratively on the performance and capacity issues
- Working with our stakeholders to develop a practical approach for performance recovery plans
- Continued and sustained effort and industry engagement to ensure successful delivery of future timetable changes

IMPROVING ASSET PERFORMANCE

- Developing a coherent and joined up approach to identifying, assessing, selecting and implementing appropriate asset improvement initiatives
- Maintaining accurate asset information and data to underpin key operational, maintenance and renewals decisions – with robust monitoring and reporting
- Improving capability and componence to aid appropriate and timely asset interventions

ACHIEVING OUR ORGANISATIONAL AND CULTURAL CHANGE GOALS THROUGH SAFETY REVOLUTION, PPF AND PROJECT ALPHA

- Develop and deliver our Safety Revolution to drive improvements within our culture and translate safer performance across the region.
- Developing a coherent plan with realistic timescales to monitor, evaluate and report progress against stated outcomes under Project Alpha
- Development of a robust implementation strategy and recruitment plan to deliver the PPF changes

NW&C REGION OVERVEIW

PUTTING STAKEHOLDERS AT THE HEART OF OUR PLAN

We will deliver excellent customer service in CP6. This includes not only how our organisation works with our customers but also with key stakeholders and neighbours. Listening to stakeholders' views and building these into our plans is part of an ongoing stakeholder engagement approach that allows NW&C region to ensure our stakeholder priorities are at the heart of our service delivery.

OUR OBJECTIVES OF STAKEHOLDER ENGAGEMENT



Our routes lead on local stakeholder engagement with customers, passengers and wider stakeholders, ensuring that our plans reflect stakeholder requirements.

NW&C region has a broad and diverse range of stakeholders including our train and freight operating customers, local authorities, combined authorities, freight end users and lineside and community groups. More information on our stakeholders, how we engaged with them to understand their priorities and how we prioritised their needs is described in our CP6 Strategic Plan published in March 2019.

Our regional strategic priorities, our objectives and key initiatives are all shaped by our stakeholder priorities.

ONGOING ENGAGEMENT

We are committed to working with our stakeholders to deepen our engagement through multiple channels. This continues to shape our strategic priorities and how we meet them together.

This year we have established Performance Boards with all our train operators to drive improvement in train performance with discussions focusing on future timetables, extreme weather, trespass and vandalism, fatalities and repeat signalling failures.

Recognising the importance of freight to the region we set up a quarterly Senior Freight Engagement Forum in September 2020 to help better understand, and deliver, freight customers' priorities. This is supported a by a quarterly Freight Communications Engagement group to ensure we communicate a shared narrative with the freight industry and our wider stakeholders.

We have sharpened our engagement to deliver successful timetable changes and reduce access constraints, including through setting up an industry planning group for the West Coast Mainline South and through our Grand Rail collaboration for the West Midlands area.

NW&C REGION OVERVEIW

MEASURING OUR SUCCESS

Our Putting Passengers First (PPF) journey is under way. By bringing to life the NW&C service equation, we will write the NW&C chapter of the Network Rail story. A story underpinned by our values and the aspirations set out in our hearts.

The success of achieving these benefits and outcomes from PPF will be measured through a refreshed scorecard which has been designed with PPF in mind. The Network Rail story is central to this approach which ensures that the original PPF vision is integral when measuring the PPF success in the programme.



OUR STRATEGIC PLAN



HEALTH, SAFTEY & ENVIRONMENT

OUR SAFETY STRATEGY



The NW&C region continues to work towards our safety vision of 'everyone home safe every day'. Everyone in NW&C region has a role to play in keeping themselves, their colleagues, passengers and members of the public safe and healthy every day.

Our journey is as much about personal responsibility as it is about corporate action. If we are to ensure that everyone indeed goes home safely every day then everyone has both a right and an obligation to be involved in delivering and achieving this vision.

Our safety strategy is based on a six point plan for safety as summarised below.

Objective	Key initiatives	How we measure success
Safety leadership Improving the culture of the region through focussing on engagement of our people and showing the health, safety and environment are values embedded in all that we do.	Create an enhanced safety improvement programme: safety revolution	Achievement of personal accountability for safety targets Achievement of fatality weighted index and lost time injury frequency rate targets No overdue investigation or audit actions and recommendations No overdue accident investigations
Track worker safety Improved track worker safety through reduced exposure to the risks facing the workforce such as interfaces with train, electricity and plant.	Implementation of the safer track access programme Implementation of the electrical safety improvement programme	Achievement of fatality weighted index and lost time injury frequency rate targets Reduction in operational close call and near miss incidents

HEALTH, SAFETY & ENVIRONMENT

Objective	Key initiatives	How we measure success
Operational safety Reduced risk to train accidents through reduced number of operational incidents and accidents at stations, and maintaining asset integrity	Implementation of the national trespass improvement programme Implementation of our joint safety improvement plan for passenger safety as stations, trespass, suicides and operational incidents Implementation of work packages to improve level crossing safety, including targeted level crossing closures and deployment of technology	Achievement of the Train Accident Risk Reduction (TARR) targets Reduction in trespass and suicide incidents, delivery of route crime assessment recommendations
Risk Management and Assurance Create an enhanced assurance regime linked to risk management	Implement and embed agreed assurance model Develop system capability to record, track and monitor outputs of assurance activities	No overdue internal audit actions No overdue Rail Accident Investigation Board (RAIB) or ORR recommendations
Health & Wellbeing Optimise the occupational health management and safety of our workforce	Better management of mental health, fatigue and musculoskeletal injuries	Reduction in long term sickness absence rates Reduction in fatigue exceedances Increased use of physiotherapy referrals Increased in numbers of optima health referrals
Environment & Sustainability Everything we build, manage, service or develop leaves a lasting positive legacy for future generations, helping to achieve our vision of a railway fit for the future	Initiatives aligned to aims for low emission railway, a reliable railway service resilient to climate change Improved biodiversity of plant and wildlife and minimal waste and use of materials	Achievement of environmental sustainability index Agreed plan in place for environmental sustainability strategy to 2040

OUR ROUTES: NORTH WEST

The North West route runs from Cheshire in the south to Merseyside, Greater Manchester, Lancashire and Cumbria in the North. Major stations across the route include Crewe, Liverpool Lime Street, Manchester Victoria, Manchester Piccadilly, Bolton, Preston, and Carlisle. The route is home to the two Northern Powerhouse cities of Liverpool and Manchester, as well as the tourist destinations of Blackpool and the Lake District. The North West route is a key conduit for critical freight corridors, not only serving the North West but also the rest of Great Britain.

Employees
3,415

CP6 budget
Opex: £1,258m

Key locations
Manchester (HQ)

CP6 budget
Maintenance £836m



Route boundaries

Covers the combined areas of Manchester, Liverpool, and Lancs & Cumbria Delivery Units.

Key investment and projects

- **Great North Rail Project**
  Our plan to stimulate economic growth in the North of England through better connections between towns and cities and will have delivered a multi-billion pound package of improvements for customers across the north of England by 2022.
- **Crewe Hub**
  There is an opportunity to enhance passenger experience and to rejuvenate the economy by improving the train service available and accommodating HS2 trains proposed for Crewe.
- **Transpennine Upgrade**
  We're upgrading the railway between York and Manchester via Leeds and Huddersfield to deliver a high-performing, reliable railway for passengers with more seats, more trains and faster journeys.

Key Customers

Merseyrail
GB Railfreight
TRANSPENNINE EXPRESS
Freightliner
northern
Direct Rail Services
COLAS RAIL
DB

OUR ROUTES: NORTH WEST



Objective	Key initiatives	How we measure success
Increase rail use by winning passengers back and growing our freight capabilities with key stakeholder engagement	Manchester Recovery Task Force Building a resilient timetable to improve performance Facilitating the delivery of materials by rail for HS2 Growing freight traffic through active management of our key freight routes Working with train operators on our One Team approach to station management Proactively managing stakeholder engagement by building relationships	Achievement of passenger and freight customer targets Achievement of new customer measures through survey feedback Delivery of committed measures on our Route Scorecard
Grow revenue and reduce costs of the railway through delivery of our service equation	Improving efficiency through our Brilliant Basics initiatives, taking ideas and projects directly from our frontline teams Increasing asset resilience through continuous improvement forums Investing in our teams through competence improvement schemes across all departments Northern rail intelligent railway	Reducing the operating costs of the railway Reduction in service affecting failures Increasing external funding into the Route Improvement in competence across teams
Safety transformation through culture and system change	Track worker safety programme Utilising technology to reduce to support our teams and workforce Planning improvement programme, facilitating and streamlining access to our network Cultural change by frontline engagement and empowering our engineering and operations teams	Achievement of LTIFR and FWI targets Delivery of Track Worker Safety Programme Improvement in public and passenger safety figures
An inclusive people strategy to drive us as an employer of choice	Driving improvements in diversity & inclusion across all of our teams Competence development across all departments Improve engagement through a new comms approach Health and wellbeing as a core focus for all teams	Your Voice engagement scores Changes in competence profiles Retention rates high, absenteeism low

OUR ROUTES: CENTRAL

The Central route sits at the heart of the national rail network. It includes the Chiltern Line between the West Midlands and London Marylebone, the Birmingham commuter belt and vital freight routes. It is home to Birmingham New Street, the busiest station outside of London. With more than 170,000 passengers using it every day, New Street helps connect the South West with Scotland and the North West with Hampshire.

Employees
1,407

CP6 budget
Opex: £539m

Key locations
Birmingham New Street

CP6 budget
Maintenance £361m



Route boundaries

Covers the combined areas of the West Midlands, Wolverhampton, Coventry, Walsall, Oxford and London Marylebone.

Key investment and projects

- **Midlands Rail Hub**
  We are developing a programme of interventions to unlock bottlenecks and boost capacity in and around Birmingham for up to 10 additional trains per hour. The programme strengthens connectivity between Leicester, Nottingham, Coventry, Derby, Hereford and Worcester, improve services to Wales and the South West and allow more people to access HS2. The programme has been awarded £20m to develop the scheme to Outline Business Case.
- **East West Rail**
  East West Rail will re-establish a rail line between Cambridge and Oxford. Phase one between Oxford and Bicester is already open, with phase two between Bicester and Bedford scheduled for completion in 2024.
- **Birmingham New Street re-signalling**
  We're renewing all the life-expired signalling around New Street station while improving capacity and reliability. This is the final stage of the West Midlands Resignalling Programme. It has upgraded signalling as far afield as Banbury, Stafford, Tamworth, Rugby and towards Cheltenham.
- **Working With Customers**
  We are working with West Midlands Trains to facilitate the introduction of their new fleet of electric and diesel trains, which includes building new depot and stabling facilities. We are working with West Midlands Rail Executive to facilitate an ambitious programme of station enhancements, such as University Station upgrade, ready for the 2022 Commonwealth Games.

Key Customers

Chilternrailways by arriva
Freightliner
West Midlands Railway
Direct Rail Services
GB Railfreight
DB
COLAS RAIL

OUR ROUTES: CENTRAL



Objective	Key initiatives	How we measure success
Improve service delivery for our customers	Joint industry timetable review of key West Midlands corridors (Coventry, Wolverhampton, Cross City, Snow Hill) Joint industry review of customer service provision at Birmingham New Street station (One Team Project)	Delivery of train operator performance targets Customer satisfaction surveys
Improve delivery for West Midlands stakeholders	Transfer of Worcester Aea from Western route (within Wales & Western region) to Central route	Delivery of train operator performance targets
Managing enhancements projects to service growing demands	Delivery of Birmingham New Street phase 7 re-signalling scheme Development of Midlands Rail Hub projects, including new stations in the West Midlands Facilitating construction of the new HS2 station at Birmingham Curzon St.	Achievement of enhancement milestones
Successful delivery of rail travel for the Commonwealth Games (CWG)	Joint industry transport plan (train service, passenger handling, communications, wayfinding, route resilience)	Delivery of CWG Transport plan performance targets
Safety transformation	Track worker safety programme Utilising technology to reduce to support our teams and workforce Cultural change by frontline engagement and empowering our engineering and operations teams	Achievement of LTIFR and FWI targets Delivery of track worker safety programme
Inclusive and engaged team	Driving improvements in D&I across all of our teams Improve engagement through a new comms approach Health and wellbeing as a core focus for all teams	Employee engagement scores Retention rates high, absenteeism low

OUR ROUTES: WEST COAST SOUTH

West Coast South route is a key part of Anglo-Scottish journeys between London, Glasgow and Edinburgh via the West Midlands and North West, as well as providing commuter links direct to the capital through Hertfordshire, Northamptonshire and Buckinghamshire. It is the busiest mixed-use railway in Europe serving over 71 million people each year. It helps connect many major British cities to Euston, the sixth busiest station in Britain.

Employees
1,638

CP6 budget
Opex: £746m

Key locations
Euston
Milton Keynes
Birmingham

CP6 budget
Maintenance £581m



Route boundaries

This route stretches from south of Crewe to London Euston, including major towns and cities on the southern section of the West Coast main line.

Key investment and projects

- **HS2 Railway**
  With passenger demand forecast (pre-Covid) to grow by 12% and freight by 18% by 2024, WCS is home to Britain's biggest railway upgrade. HS2 will provide much-needed additional capacity on the network.

- **East West Rail**
  East West Rail will re-establish a rail line between Cambridge and Oxford. Phase one between Oxford and Bicester is already open, with phase two between Bicester and Bedford scheduled for completion in 2024.

Key Customers

London Northwestern Railway
Freightliner
OVERGROUND
Direct Rail Services
AVANTI WEST COAST
GB Railfreight
COLAS RAIL
DB

OUR ROUTES: WEST COAST SOUTH



Objective	Key initiatives	How we measure success
Improved timetable performance	Proactive timetable modelling and development Whole system performance measurement and management Real time performance management and recovery Joint performance teams with our lead train operators External events strategy to be developed route specific and utilise innovative approaches	Achievement of passenger and freight customer targets Achievement of NRPS targets
Improved infrastructure reliability	Increased infrastructure monitoring Risk based maintenance Increased resilience and golden corridors On board monitoring of performance	Achievement of passenger and freight customer targets Achievement of NRPS targets
Increased operational excellence, incident management and associated recovery	Operational delivery excellence Control integrations Incident Management Systems Improved response resource and procedures	Achievement of passenger and freight customer targets Achievement of NRPS targets
Improved use of public funding	Deliver an ambitious suite of efficiencies Collaborative Industry working One Euston station	Reduce the cost of running the railway by 10% vs CP5 exit by 2024
Safety transformation through culture and system change	Have your SAY in SAFETY Delivery of the Track Worker Safety (TWS) Campaign Safety transformation culture change programme	Improvement in all key safety KPIs Delivery of TWS programme

PASSENGER

DELIVERING SAFE, RELIABLE SERVICES FOR OUR CUSTOMERS

Our new Passenger structure within NW&C region provides enhanced capability in sponsorship, performance and HS2 and new capability in Operating and Passenger Strategy. It will help NW&C realise its Putting Passengers First vision for key stakeholders by improving the way we operate the network.

Safe, reliable services for passengers and freight customers. That is our goal. Working collaboratively with the wider rail industry we will deliver passenger excellence and value for money.

Objective	Key initiatives	How we measure success
Operating Strategy Work collaboratively with the wider rail industry to deliver passenger excellence and value for money	Regional operating strategy and deliverables to future proof and enhance operational capability and management Development of technological control systems (signalling and electrical) for better train operations Cross industry command and control for effective & efficient incident management Operational assurance with clear value add improvement plans	Achievement of our train performance targets including OnTime, CRM-P, freight cancellations and FDM-R
Passenger Strategy Deliver improved capability and capacity of our railway system, including through timetabling	Develop and implement a new timetable structure for performance for central Manchester. Establish a regional timetable planning team to lead the process of developing advance timetables on a whole industry basis Capacity study for the West Coast main line to develop options for a timetable structure that increases capacity and/or improves performance Project Stephenson - £2.5m of immediate customer experience improvements at Euston	Achievement of our train performance targets including OnTime, CRM-P, Freight cancellations and FDM-R
Passenger Strategy Improve decision making through closer working relationships with our customers and wider stakeholder	Develop a customer charter to set out the behaviours we expect of all NW&C colleagues Develop and document a Stakeholder engagement strategy Implementation of the NW&C senior freight engagement forum Develop and implement a new bespoke customer service training course and competency management framework	Achievement of our NRPS targets for overall satisfaction and managed stations

PASSENGER

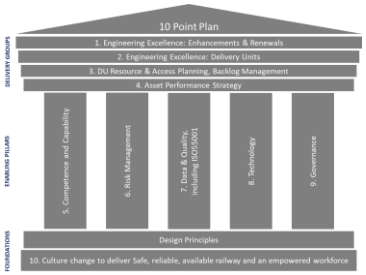
Objective	Key initiatives	How we measure success
Delivery of investment programme Ensuring a whole railway view of opportunities arising from our investment programme are maximised	Integration of HS2; creation of a new structure with joint delivery units (teams) each with clear accountabilities and responsibilities. Lead the change and be accountable to HS2 and Network Rail for the overall coordination of the programme of works. Develop joint remits and estimates for the supply chain.	Establishing the new joint ONW organisation and delivery of the agreed programme milestones.
Regional performance and intelligence Maximise improvement opportunities and success of overall train performance	Further develop and embed our Regional Performance Improvement Management System (PIMS) Seek out and develop opportunities to improve the industry attribution process Develop a region-wide on-time strategy including plans to support cultural change Continued improvements to our crime & security strategy – new thinking; industry approach, value for money Introduce a NW&C self-service performance data platform	Achievement of our train performance targets including OnTime, CRM-P, freight cancellations and FDM-R
Euston Campus redevelopment Optimise future passenger benefits and commercial opportunities for Network Rail	Develop the Project Speed approach by delivering the outline business case for Euston station. Deliver the RECS inputs into the Euston Partnership	Successful completion and sign off from DfT Improved reputation within partnership, changes in design that reflect integration of design and reducing cost of project
HS2 Readiness Deliver HS2 integration	Delivery of the agreed On Networks Works (ONW) programme including Phase 1 main Works Civils, Old Oak Common and Euston station	Establishing the new joint ONW organisation and delivery of the agreed programme milestones.

ENGINEERING & ASSET MANAGEMENT

PUTTING ENGINEERING EXCELLENCE AT THE HEART OF WHAT WE DO

Engineering is at the heart of what we do – it is the foundation of how we ensure that rail services can be delivered safely and efficiently. However, we need to continue to challenge all areas of our activities to ensure that we make the North West & Central Region a success and put passengers first.

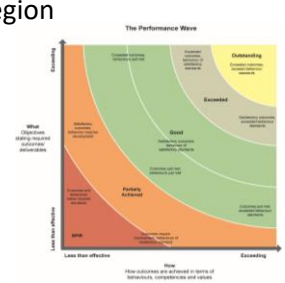
Our new engineering structure has been designed to bring about a greater focus on using engineering excellence to deliver the services that passengers and customers expect. This will be achieved by having a clear purpose, role and set of strategic priorities.

Objective	Key initiatives	How we measure success
1. Deliver Engineering Excellence in NW&C Deliver a safe, reliable, available railway and an empowered workforce that puts passengers first	Deliver our 10-point plan for engineering excellence, comprising ten workstreams across maintenance, renewals and enhancement activities and focuses on people, systems, process and governance in all engineering areas 	An improved engineering culture, fewer systemic issues and a reduction in risk Passenger Safety – Train Accident Risk Reduction Number of Service Affecting Failures (SAF) Composite Reliability Index (CRI) On Time
2. Functional leadership in engineering Become the guiding mind for the region in all engineering matters and develop strategies, policies and plans for the future railway	Establish the regional engineering team to provide this professional engineering capability for the region Partnering with other business areas to develop ways of working and address the key challenges facing the region	Development of asset performance strategies in each engineering discipline Delivery of briefings to all engineering staff Application of appropriate assurance and governance processes Competency and capability of engineers

ENGINEERING & ASSET MANAGEMENT

Objective	Key initiatives	How we measure success
3. Implementation of engineering initiatives to improve safety Work collaboratively with routes, Route Services and the Technical Authority to deliver a safer railway for our workforce, passengers and the public	Implement the Electrical Safety Design programme enabling new ways of working Introduce technology interventions to improve safety at level crossings such as obstacle detectors, VAMOS, Meerkat and miniature stop lights Support the trackworker safety programme providing guidance for new technology to enable new ways of working safely	Passenger Safety – Train Accident Risk Reduction (TARR) Workforce Fatalities and Weighted Injuries (FWI) Workforce Lost Time Injury Frequency Rate (LTIFR)
4. Drive the adoption of new technology Drive the development and adoption of new technology to benefit NW&C	Development of a technology strategy to drive the adoption of new techniques, equipment, methodologies Partnering the Intelligent Infrastructure programme and R&D portfolio to deliver increased innovation Supporting the national Target 190 workstream to research methods to reduce the cost of ETCS installation	Establishment of a technology acceleration board Delivery of the technology elements of the CP6 efficiency plan Improvements in safety and asset management
5. Continuous Improvement We will apply the concept of continuous improvement to find new and innovative ways in which we work and further enhance the experience of our passengers 	Undertake deep dive investigations to establish the root cause(s) and the appropriate mitigation recommendations Implementation of key Brilliant Basics initiatives to challenge current levels of performance Delivery of the 10-point plan workstreams Enabling Innovation and Technology improvements aligned to resolving local opportunities Engagement focus to encourage participation in improvements	Improved engineering culture Fewer systemic issues and a reduction in risk Passenger safety – train accident risk reduction Number of Service Affecting Failures (SAF) Composite Reliability Index (CRI) On Time

ENGINEERING & ASSET MANAGEMENT

Objective	Key initiatives	How we measure success
6. Weather Agnostic Railway Deliver a reliable railway service that is resilient to climate change by continuing to improve the weather resilience and sustainability of our assets in CP6 and beyond	Improve our ability to predict weather related events by enhanced risk assessments, remote monitoring and improved weather forecasting, and better understand the condition of our assets and their ability to sustain climate change	Improved engineering culture Fewer systemic issues and a reduction in risk Passenger safety – train accident risk reduction Number of Service Affecting Failures (SAF) Composite Reliability Index (CRI) On Time
7. Improve engineering risk management Upskill our ability to identify and manage engineering risks in NW&C	Deliver masterclasses covering all aspects of risk management required of engineers	
8. Future engineering talent Promote recruitment and development of the next generation of engineers for the region 	Promote STEM initiatives and ambassadors across the region and engage in national programmes Develop appropriate programmes for graduates and year in industry students Develop succession planning and mentoring programmes to nurture talent and empower our workforce	Successful recruitment and retention of competent resources Improved scorecard measures such as Employee Pulse Survey
9. Future delivery plans Develop future renewals and maintenance plans based on risk levels and long term trends, and use detailed scenarios to better forecast and price future works	Develop modelling and cost planning capability to enable better development of plans, offering different options for funders and giving greater confidence in their achievement	Successful agreement of funding for CP7 within PR23 timescales

ENGINEERING & ASSET MANAGEMENT



Objective	Key initiatives	How we measure success
10. Manage integration risks from major programmes such as HS2, East West Rail etc Upgrade our management approach to the collation, integration, control and communication of information from across enhancement, renewal and third-party activity to provide support to overall delivery and minimise disruption	Establish greater capability within our regional engineering organisation to manage integration risks Develop ways of working, governance and assurance processes to identify and mitigate these risks	Successful delivery of major programmes and achievement of industry requirements in conjunction with renewals and maintenance
11. Reinforce engineering assurance Define and implement an upgraded engineering assurance regime for the region	Development of an assurance framework and associated Level 2 assurance activities for the regional team. Establishment of regional engineering assurance reporting and reviews to identify issues and risks before they affect passengers and the public	Improved engineering culture Fewer systemic issues and a reduction in risk Scorecard measures: Passenger Safety – Train Accident Risk Reduction, Number of Service Affecting Failures (SAF), Composite Reliability Index (CRI), On Time
12. Manage compliance with legislation Continue to successfully manage compliance issues such that we do not breach legislation	Maintain focus on high risk areas such as asbestos, electrical safety and legionella	Improved safety for our workforce, passengers and the public

07. CAPITAL DELIVERY

DELIVERY OF CAPITAL PROJECTS TO ENABLE RELIABLE PASSENGER SERVICE

Capital Delivery operates across the whole region. It delivers capital projects and programmes on behalf of the routes enabling a reliable timetable for passengers. Our portfolio covers the renewals programme across all assets and a series of enhancement projects to create a step change in service for the passenger

The new Capital Delivery structure brings together all delivery teams for the first time in decades, creating an opportunity for us to relentlessly focus upon safety, value for money and effectiveness demonstrated through a quality product.

Objective	Key initiatives	How we measure success
Delivering key enhancements across the network including HS2, East West Rail, Northern programmes, Midland Rail Hub, Crewe Hub across a £3.4bn portfolio	Creation of an alliance with East West Rail Refined operating model with HS2 to ensure alignment of objectives. Collaboration with local authorities and transport consortia to unlock opportunities to achieve value for money	Investment milestones Safety scorecard measures Financial efficiency Benchmarking
Delivering the £3bn renewals programme	Creation of a Track Alliance and deeper relationships with Route Services to maximise our delivery capability Renewals contract extensions to deliver certainty and deeper collaboration with our supply chain Collaborative signaling contracts to unlock performance and efficiency	Safety scorecard measures Financial efficiency Train performance & Timetable
Capital Delivery Transformation	Contracting & Access Strategies Lean reporting & Cost Conscious Capex Service culture Attraction / retention of talented people RM3 methodology for performance and safety	Safety scorecard measures Financial efficiency Train performance measures Investment milestone plans
Focussed Supplier Collaboration, Improvement and Incentivisation	Supplier Account Management process Introduction of PRISM2 to encourage two-way collaborative conversations with supply chain on leadership, teamwork and behaviours Commercial Directors Forum to drive improvements across the supply chain	Regional Scorecard Supplier Account Management meetings PRISM2 Dashboard Financial efficiency

COMMERCIAL & BUSINESS DEVELOPMENT

DELIVERY OF EXCELLENT SERVICE FOR OUR STAKEHOLDERS

We have brought together commercial, business development, procurement, transformation and communications into one team to deliver excellent service for our customers, stakeholders, funders, passengers, suppliers and the communities we serve.

We will be the commercial and public conscience of NW&C. We will view things from a customer service, value for money and public relations perspective as together we Put Passengers First by bringing our service equation to life.

Objective	Key initiatives	How we measure success
Delivery of third party investment programme and early phase DfT investment. Ensuring a whole railway view of opportunities arising from our investment programme are maximised and third party promoters are confident in the Region	Freight specific investment programmes, for example Northampton Gateway (third party) Restoring your railway schemes that provide connectivity and the most efficient cost DfT funded scheme development including Midlands Rail Hub, Snow Hill decarbonisation, Chiltern route upgrade	Delivery of the year 3 programme
Develop Year 4+ contracting strategy that maximises efficiency opportunities, whilst building collaborative relationships with the supply chain	Two-year extension on current programmes and panels frameworks to enable the development of the CP7 Contracting Strategy Engagement with the supply chain to drive efficiency and effectiveness Development of the CP7 contracting strategy Implementation of the governance structure Communication strategy development of internal and external communication	Delivery of the Year 2 and 3 milestone plan - in year 3 this will focus on strategy development and supply chain engagement to maximise efficiency and effectiveness of strategy

COMMERCIAL & BUSINESS DEVELOPMENT

Objective	Key initiatives	How we measure success
Lead the Putting Passengers First and Emerging Stronger Communication Strategy. Embed the service equation across the region and the Project Alpha mindset	Putting Passengers First communications strategy development Emerging stronger together communication strategy development	Employee cultural change through improved behaviours aligned to the vision Improved passenger confidence and subsequent market growth post Covid
Develop the Regional Change Portfolio. Ensuring alignment with the regional strategy, service equation and our Putting Passengers First vision and story	Implementation of the Transformation Coalition Group Portfolio review across regional change programmes Development of the regional portfolio	A regional change portfolio that is supported by everyone in the business
Deliver Project Alpha. Ensuring the programme is delivered on time to deliver performance benefits across the region	Transition Project Alpha from a regionally-led programme to a route-led programme Implement regional reporting governance to provide support and oversight for the programme	Delivery of the milestones within the Project Alpha programme plan
Embed our core values (7Cs) across the Commercial and Business Development function. Ensuring that all the Commercial and Business Development team align to our values and truly embed them locally	Communication strategy to drive the 7Cs across the Commercial and Business Development organisation	Employee cultural change through improved behaviours Positive feedback from stakeholders and customers
Lead the engagement strategy with Freight Operators. Drive improvements in freight performance and freight engagement across the Region	Implementation of the NW&C senior freight engagement board Key business development initiatives for freight improvements, for example Buxton freight points and Trafford Park OLE Support in the delivery of freight-specific improvement schemes	Improvements in the freight performance metrics and feedback through the freight community for freight engagement

FINANCE & EFFICIENCY

VALUE FOR MONEY THROUGH IMPROVED EFFICIENCY

Successful financial performance is achieved through the operation of an affordable railway that delivers value for money though improved efficiency. The efficiency challenge in CP6 is stretching and our ability to deliver will be subject to changing market conditions and economic factors beyond the Region's control.

We welcomed our property team into the region to manage our property portfolio and deliver value for our stakeholders and customers.

Objective	Key initiatives	How we measure success
Enhance cost-conscious culture within the regions to challenge expenditure and identify waste	Delivery of our Brilliant Basics initiative to identify and cut waste, driving value and efficiency Establishment of 'cost hour' every period to highlight issues and solutions	Delivery of CP6 efficiency targets Delivering positive FPM across renewals, enhancements and P&L
Deliver a brilliant service for taxpayers	Robust investment panels at route and region level to ensure change controls are managed effectively Develop a whole railway business P&L for NW&C and associated rail businesses	Delivering our CP6 plans within our funding envelope
We will work in partnership to deliver value and innovative solutions from our land and property that exceed expectations for our customers, passengers and stakeholders	Develop and start to deliver our regional commercial plan including a post covid-19 retail strategy Adoption of agile working and produce a regional accommodation strategy Develop and deliver our regional property strategy Creation of sustainable income streams in a changing market place Creation of placemaking and regeneration initiatives across the TOC & station network	Improving NRPS station scores & re-establish steady state for all revenue sources Achieve efficiency savings as set out in Property Commercial Plan Creating new types of sustainable income streams for the Region Achieve a funding plan for the placemaking prospectus including HS2

PEOPLE

OUR PEOPLE STRATEGY

Our people are fundamental to the successful delivery of the NW&C CP6 strategic plan depends on us having a high quality, appropriately trained and diverse workforce.

Our vision for our people in NW&C is to design and enable a high-performing team working collaboratively across organisation and industry boundaries to deliver for our customers. This includes how we are organised, how we plan for the skills we need, how we manage for performance excellence creating a culture of engagement and employee wellbeing and how we ensure we attract and retain key skills.

Objective	Key initiatives	How we measure success
Diversity and Inclusion Our workforce represents the communities we serve	Relaunch of the NW&C D&I industry programme board to increase governance and engagement of leaders, stakeholders and D&I champions Reverse mentoring pilot for NW&C leaders to deepen understanding Continued consistent inclusive recruitment practices as we move forward as a Region	Workforce gender and race metrics across recruitment, succession planning, L&D, leavers and engagement activity Number of actively engaged D&I champions and local forums Feedback from workforce and candidates
Talent, Succession & Performance Management Plan Right people in the right roles at the right time	Undertake review to increase understanding of business continuity risks and identify leadership talent Identify roles that create business continuity risk Improve the confidence and capability first line managers and leaders	Clear view of talent pipelines Regional critical roles identified Number of upskilling training courses rolled out
Mental Wellbeing Plan Our workforce takes responsibility for health and wellbeing and benefits from it	Review the collection of data for mental health conditions to review the current strategy and practices, and establish key metrics Pilot of positive mental wellbeing upskilling course	Mental health metrics established and embedded. Employee engagement / pulse surveys Positive mental wellbeing pilot rolled-out across the region
Employee and Industrial Relations A culture of trust, respect and fairness exists between the workforce and the company	Area / regional council(s) with clear terms of reference regarding information, consultation, arbitration and relationships with the national council Line manager training	Decrease in issues raised to national management council Decrease in avoidance of disputes

PEOPLE



Objective	Key initiatives	How we measure success
Recruitment, Attraction and Early Engagement NW&C gets and keeps the best possible people	Processes are in place that clearly communicate our talent strategy Develop and launch employer value proposition Line manager training on recruitment, including unconscious bias	Increase in the diversity of applicants and successful appointees Improved succession pipeline Increase in individual performance metrics
Training Learning & Development Seamless delivery of prioritised training, learning and development that builds workforce capability to drive productivity	Undertake a regional and route level learning needs analysis Maximise and leverage the internal offering, in support of the design, development and delivery of regional training and L&D needs. Create an online 'one stop shop' learning & development portal	Quality data captured on training needs Employee engagement survey feedback that learning culture is effective Delivery of learning & development portal
Strategic Workforce Planning To create a robust strategic workforce plan that will enable NW&C region to effectively plan people resource needed to deliver for future control periods	Analyse the current and potential workforce and determine future workforce needs in the S&T and E&P disciplines Identify workforce gaps against future needs including internal gaps and external gaps against the current market Define scenarios and actions plans to address shortages, surplus and skills mismatch	Skills gap identified critical skills gap. Pilot initially with S&T and E&P Workforce plans in place for critical skills gaps
Engagement & Recognition To improve employee engagement and strengthen existing recognition schemes	Conduct a deep dive of previous employee surveys to identify longer term engagement plans Develop a communication plan for future 'your voice' pulse and full surveys focused on delivered actions and increased engagement Improved engagement with NW&C exec team and frontline teams through planned sessions	Improves overall employee engagement index Improved participation rate for pulse and full surveys Positive feedback from employees

FINANCIALS & OUTCOMES



FINANCIALS & OUTCOMES

SUMMARY OF FINANCIALS

This section sets out our key financial information for CP6.

While we continue to deliver our CP6 commitments within our funding envelope, Covid has severely impacted our financial situation.

Our plans have been updated to reflect the impact of Covid, including the January 2021 national lockdown. As a consequence, our plans now include reduced variable track access income and property income compared to our annual budget, alongside further increased cost pressure within our overall operating expenditure as we continue to procure critical hygiene supplies for our workforce and adhere to strict social distancing guidelines.

The table below sets out our financial projections for the remainder of the control period. Our forecasts are based on the assumption that train services gradually returns to pre-Covid levels over the course of the next financial year.

Post-efficient financial overview for CP6 (inclusive of headwinds)

	Unit of Measure	CP6				
		19/20 (actual)	20/21 (forecast)	21/22 (forecast)	22/23 (forecast)	23/24 (forecast)
Total Income	£m	(452)	(551)	(570)	(599)	(628)
Support	£m	100	165	153	104	107
Operations	£m	153	163	165	175	180
Maintenance	£m	332	344	347	372	383
Total MOS	£m	584	671	665	651	670
Risk (Region-controlled)	£m	0	0	21	80	108
Total Controllable costs	£m	584	671	686	731	778
Renewals	£m	463	686	773	669	597
Total OMSR	£m	1,047	1,357	1,459	1,400	1,375
Enhancements	£m	438	511	688	878	727
Headcount	FTE					
Permanent	FTE	8,379	8,881	8,943	8,961	8,972
Agency	FTE	162	354	377	356	356

FINANCIALS & OUTCOMES

INCOME

Income forecasts are based on the assumption of a gradual return to pre-Covid levels of train service over the course of the next financial year 4 and will be subject to change.

Income	CP6 (£m)					CP6 Total
	19/20 (Actuals)	20/21 (Forecast)	21/22 (Forecast)	22/23 (Forecast)	23/24 (Forecast)	
Schedule 8	70	(42)	(20)	0	0	8
Schedule 4	63	39	87	82	61	332
Other TOC/FOC Income	(556)	(536)	(589)	(605)	(617)	(2,903)
Total TOC/FOC Income	(424)	(539)	(521)	(523)	(555)	(2,562)
Property Income & Sales	(28)	(19)	(48)	(68)	(73)	(237)
Total NW&C Income	**(452)**	**(557)**	**(570)**	**(592)**	**(628)**	**(2,799)**

Our forecasted CP6 total income position has improved as a result of continued train delivery outperformance due to reduced passenger numbers and following the successful delivery of performance improvement initiatives and timetabling improvements through Project Alpha.

This net improvement is despite a significant reduction in variable track access income and retail property income at our managed stations as a result of ongoing reductions in passenger numbers. We have developed an ambitious plan for the final three years of the control period, that would see train service return to pre-Covid levels by the end of 2021/22, and schedule 8 income returning to target. Our schedule 4 plans are aligned to the latest renewals and enhancements workbanks, with additional efficiencies being unlocked as a result of improved access planning – making the best use of the reduced service level currently being run by our train operators.

OPEX

We have seen a material increase in our OPEX forecast during 2020/21, of which the impact of Covid has been the largest factor. Since the turn of the year, the Region has incurred additional costs as a result of the virus, on items such as PPE, hygiene & cleaning, station security, vehicles along side increases in labour costs to cover the increased levels of sickness and a significant reduction in our retail property operating income. Other material increases include environment and sustainable delivery works that have been embedded into our plans as decarbonisation strategies, and developments of our biodiversity and social performance strategies. Year 3 OPEX has increased due to accelerating drainage works as part of our response to Stonehaven, reprofiling of some Project Alpha spend and forecast additional Covid expenditure. The overall increase in CP6 OPEX will be funded by continued outperformance from Schedule 8 and access efficiencies within Schedule 4, alongside a minor release of risk funding..

ENHANCEMENTS

Our enhancements forecast has reduced against budget for CP6 due to current funding challenges. There were delays to the funding agreements of several schemes in the 2021 pipeline including Midland Hub, Birmingham Airport and Solihull Connectivity, which has impacted the phasing of spend. East West Rail, which aims to reinstate connectivity between Oxford and Cambridge, has now been awarded funding and programme reprofiling has been completed to reflect the delayed funding release. HS2 Euston contingency works scheduled for the next financial year have been reprofiled based on previous trends and the western means of escape has been descoped along with rephasing of suppliers spend on design and implementation works. In addition, Crewe Southern Connection works have been reprofiled based on the approved change to commissioning date from 2024 to 2027.

FINANCIALS & OUTCOMES

RENEWALS COSTS (POST HEADWINDS AND EFFICIENCIES IN CASH PRICES)

Renewals Costs	CP6 (£m)					CP6 Total
	19/20 (Actuals)	20/21 (Forecast)	21/22 (Forecast)	22/23 (Forecast)	23/24 (Forecast)	
Track	151.5	169.3	180.2	144.7	122.8	**768.6**
Conventional signalling	67.9	164.3	214.6	288.2	246.6	**981.6**
Structures	73.7	107.3	94.8	76.6	85.8	**438.2**
Earthworks	39.0	63.3	49.7	21.0	21.7	**194.6**
Buildings	56.8	64.9	64.3	55.3	55.3	**296.5**
Electrification & Fixed Plant	41.6	75.6	82.5	11.2	12.4	**223.3**
Drainage	24.3	27.9	41.9	26.1	17.4	**137.6**
Other	8.3	13.4	44.8	45.8	34.6	**147.0**
Total	**463.1**	**686.1**	**772.8**	**668.7**	**596.6**	**3,187.3**

EFFECTIVE VOLUMES

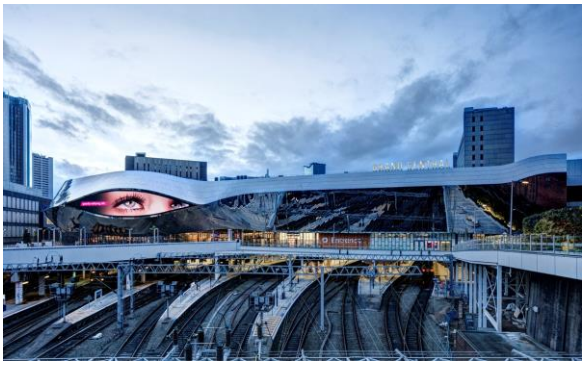
Effective Volumes	CP6					CP6 Total
	19/20 (Actuals)	20/21 (Forecast)	21/22 (Forecast)	22/23 (Forecast)	23/24 (Forecast)	
Track (plain line)	189.5	221.9	249.5	256.4	208.4	**1,125.7**
Track (S&C)	51.5	53.3	47.9	44.6	30.9	**228.2**
Signalling	19.0	49.5	105.0	495.9	280.1	**949.5**
Electrification and fixed plant (overhead line)	0.2	9.2	25.7	6.4	2.8	**44.3**
Structures (bridges)	4,140.1	3,466.4	3,206.6	7,087.3	8,122.8	**26,023.2**
Earthworks	87.6	150.3	149.6	62.7	65.2	**515.4**

Our asset management strategy is to adopt and embed a structured continuous improvement approach to developing and delivering enhancements renewals and maintenance asset management plans to provide a safe and reliable railway.

We remain confident in the deliverability of our CP6 renewals work bank, and we expect to achieve six out of the seven key volumes (see below). Delivery is planned to increase in Year 3, aligning to our original plans for CP6, as set out in our March 2019 and 2020 Strategic Business Plans (SBP). This is due to many of our signalling schemes reaching their build and implementation stage including Macclesfield, Trafford Park and Birmingham New Street Phase 7. We have carried out an initial exercise to re-profile Years 3-5 workbanks to improve the phasing into CP7 and ease supply chain fluctuations.

Delivery of **track** volumes in year 2 was impacted by Covid, particularly the High Output team that deliver rapid renewals using the High Output Plan System (HOPS) train. Phasing in CP6 is driven by the switches and crossings (S&C) strategy to mitigate performance issues as HS2 works progress.

FINANCIALS & OUTCOMES









All major **re-signalling** projects are all progressing to schedule. Birmingham New Street Phase 7 is close to agreeing the rolling programme of platform closures required to deliver the scheme for commissioning in 2022. Targeted life extension works will be undertaken on WCML North. We remain committed to removing risk at our level crossings and renewals will be undertaken to replace obsolete or elderly equipment with modern equivalents integrating improved technology when available.

The CP6 plan for **structures** will focus on key structures as well as increasing minor works interventions to improve safety and asset condition.

In year 2, we accelerated the **earthworks** renewals at Blackthorn and Harbury, taking the opportunity to complete all works required once, rather than causing disruption on multiple occasions. The geotechnical asset investment plan will see the completion of Blackthorn and Harbury in year 3, as well as increasing minor works interventions to improve safety and asset condition. We will continue work to enhance asset resilience during adverse and extreme weather events.

For **Electrification & Fixed Plant** we will continue the renewal of 11kv programme across the region to improve the resilience of the overhead line equipment with targeted campaigns, 11kV network and signalling power cable renewals and the development of the region's Power Systems Strategy. Our recent change in contact systems delivery strategy to adopt a high output approach using internal resources, and overlaying renewals and maintenance plans is intended to recover lost volume to date and reverse the historic deferred renewals burden. We will enhance the management of wire-run tensions on OLE equipment to improve hot weather resilience across the network.

Buildings work will continue with increasing minor emerging works. Key schemes include the replacement of wheel lathes at Train Depots and the repair Newton Heath Train Shed.

We are progressing on a programme of renewal and maintenance activities to maintain **telecoms** asset condition.

FINANCIALS & OUTCOMES

EFFICIENCIES

Over the course of the control period, we will deliver the following level of efficiency in capital and operating expenditure.

Efficiency	CP6 (£m)					CP6 Total
	19/20 (Actuals)	20/21 (Forecast)	21/22 (Forecast)	22/23 (Forecast)	23/24 (Forecast)	
CAPEX (Renewals)	48	75	105	112	125	**464**
OPEX	20	36	46	56	61	**219**
Totals	68	111	151	168	186	**683**

The region is currently forecasting to outperform our CP6 efficiency targets for both renewals and OPEX, in year and over the control period. Our processes have matured significantly in recent months. Increased automation has enabled improved identification of additional efficiency benefits for specific projects that are in progress.

Covid has had a material impact on our efficiency and headwind plans with over £22m currently identified as directly related headwinds in both OPEX & Renewals. In response to the impact of Covid on the wider rail industry, NW&C has included an additional £75m of efficiency into our plans for the remainder of the control period and plans are already in place to deliver this.

RISK & UNCERTAINTY

Over the course of the control period, we will manage the operational risk and uncertainty impacting the rail industry through careful management of our risk funding.

Risk Funding	CP6 (£m)					CP6 Total
	19/20 (Actuals)	20/21 (Forecast)	21/22 (Forecast)	22/23 (Forecast)	23/24 (Forecast)	
	0	0	21	80	108	**209**

We have effectively controlled our risks this year, despite the increased uncertainty. The region has absorbed £19m of additional headwinds driven by Covid in both renewals and OPEX, alongside the £25m in reduced track access income following reductions in train service delivery. This has been possible because income received from Schedule 8 has increased, meaning delivery of our plan is unaffected.

Over the course of year 2 of CP6, we released £101m from our risk fund. This funded earthworks activity within renewals, additional reactive maintenance expenditure, performance improvement schemes as part of Project Alpha, and additional Track Worker Safety initiatives to meet ORR improvement notices. We also released risk funding to allow for material reductions in forecast inflation rates of the remaining three years of the control period and the negative impact this has on our track access income and further cost pressures driven by Covid.

Our remaining risk holding of £209m is only marginally below our modelled risk target of £213m for the final three years of CP6, leaving the region in a confident position that our plans remain deliverable.

We regularly review our risks at our quarterly Business Assurance Committee (BAC). These meetings form part of our business management performance reviews where risk and assurance are reviewed

FINANCIALS & OUTCOMES

MEASURING OUR SUCCESS

NW&C LONG TERM SCORECARD

Our regional scorecard is a key tool that we use to measure our success in achieving our objectives.

Covid has impacted delivery against our key scorecard measures in 2020/21. It is assumed that there will be a gradual increase in passenger numbers during 2021/22 in line with the return of passengers seen after the first lock down. Given the ongoing uncertainty, we have made limited revisions to scorecard targets over the remainder of CP6. Our safety measures are under review nationally and the measures and forecasts are subject to change.

These targets represent our strategic plans. We continue to refine our annual targets to reflect changing circumstances so they are appropriately challenging. Please see Appendix C for the definitions of our scorecard measures.

ON THE SIDE OF PASSENGERS AND FREIGHT USERS		19/20	20/21	21/22	22/23	23/24	Achievability
On Time	Current Forecast	-	72.1%	68.3%	68.3%	68.3%	
	Last Year's Plan	-	59.3%	-	-	-	
Consistent Region Measure – Performance (CRM-P)	Current Forecast	2.05	1.05	1.41	1.51	1.48	
	Last Year's Plan	1.65	1.57	1.53	1.51	1.48	
Freight Delivery Metric (FDM)	Current Forecast	93.0%	95.4%	94.6%	94.6%	94.6%	
	Last Year's Plan	94.6%	94.6%	94.6%	94.6%	94.6%	
Passenger Satisfaction (NRPS)	Current Forecast	-	83.0%	84.0%	85.0%	86.0%	
	Last Year's Plan	-	83.0%	83.0%	83.0%	83.0%	
Passenger Satisfaction – Managed Stations	Current Forecast	84%	83.0%	84.0%	85.0%	86.0%	
	Last Year's Plan	82%	83.5%	83.5%	83.5%	83.5%	
Passenger Safety – Train Accident Risk Reduction (TARR)	Current Forecast	87.4%	99%	90%	90%	90%	
	Last Year's Plan	90%	90%	90%	90%	90%	
Freight Cancellations	Current Forecast	-	0.71%	1.02%	1.02%	1.02%	
	Last Year's Plan	-	0.99%	1.02%	1.02%	1.02%	
Chiltern	Current Forecast	60%	61.1%	50%	50%	50%	
	Last Year's Plan	50%	50%	50%	50%	50%	
Merseyrail	Current Forecast	80%	47.3%	50%	50%	50%	
	Last Year's Plan	50%	50%	50%	50%	50%	
TPE	Current Forecast	50%	81.9%	50%	50%	50%	
	Last Year's Plan	50%	50%	50%	50%	50%	
Avanti	Current Forecast	53%	86.5%	50%	50%	50%	
	Last Year's Plan	50%	50%	50%	50%	50%	
WMT	Current Forecast	46%	78.2%	50%	50%	50%	
	Last Year's Plan	50%	50%	50%	50%	50%	
Northern	Current Forecast	80%	55.0%	50%	50%	50%	
	Last Year's Plan	50%	50%	50%	50%	50%	
Cross Country	Current Forecast	-	83.3%	50%	50%	50%	
	Last Year's Plan	-	50%	50%	50%	50%	
Arriva Rail London T3	Current Forecast	90%	94.9%	91.7%	91.7%	91.7%	
	Last Year's Plan	91.7%	91.7%	91.7%	91.7%	91.7%	
Caledonian Sleeper Right Time Arrivals	Current Forecast	75.9%	88.7%	80%	80%	80%	
	Last Year's Plan	80%	80%	80%	80%	80%	
EASY TO ENGAGE WITH, EFFICIENT AND DEPENDABLE PARTNER		19/20	2021	2122	2223	2324	Achievability
Complaints Handling	Current Forecast	-	100%	50%	50%	50%	
	Last Year's Plan	-	50%	50%	50%	50%	
Financial Performance Measure (P&L)	Current Forecast	-£50.0m	£54.67m	£0m	£0m	£0m	
	Last Year's Plan	£0m	£0m	£0m	£0m	£0m	
Financial Performance Measure (Enhancements)	Current Forecast	-£0.0m	-£0.70m	£0m	£0m	£0m	
	Last Year's Plan	£0m	£0m	£0m	£0m	£0m	
Financial Performance Measure (Renewals)	Current Forecast	-£11.9m	-£33.36m	£0m	£0m	£0m	
	Last Year's Plan	£0m	£0m	£0m	£0m	£0m	
Enhancement Milestones	Current Forecast	92%	100%	50%	50%	50%	
	Last Year's Plan	50%	50%	50%	50%	50%	
PROUD TO WORK FOR NETWORK RAIL		19/20	2021	2122	2223	2324	Achievability
Fatalities and Weighted Injuries (FWI)	Current Forecast	-	0.103	0.054	0.049	0.045	
	Last Year's Plan	0.079	0.059	0.054	0.049	0.045	
Personal Accountability for Safety	Current Forecast	-	208	166	141	120	
	Last Year's Plan	169	164	148	133	120	
Lost Time Injury Frequency Rate (LTIFR)	Current Forecast	0.328	0.367	0.239	0.19	0.141	
	Last Year's Plan	0.328	0.288	0.239	0.19	0.141	
INSTINCTIVE INDUSTRY LEADER		19/20	2021	2122	2223	2324	Achievability
Environmental Sustainability Index	Current Forecast	-	64.6%	50%	50%	50%	
	Last Year's Plan	-	50%	50%	50%	50%	
Effective Volumes	Current Forecast	100%	110.5%	100%	100%	100%	
	Last Year's Plan	95%	100%	100%	100%	100%	
Composite Reliability Index (CRI)	Current Forecast	0.80%	10.5%	5.8%	6.7%	7.6%	
	Last Year's Plan	1.50%	3.2%	4.6%	6.0%	7.3%	
Service Affecting Failures (SAFs)	Current Forecast	5,157	4594	4884	4835	4787	
	Last Year's Plan	5,150	5093	5042	4992	4942	
Freight Growth	Current Forecast	3.46	2.88	3.56	3.89	4.37	
	Last Year's Plan	3.33	3.21	3.66	3.93	4.32	

On the side of passengers and freight users



Performance against our key punctuality measures for passenger train service operators has been strong over 2020/21. A key driver of this performance was low passenger numbers compared to normal. In addition, a reduced timetable has helped recovery from incidents and created more opportunities for access to carry out remedial works and enhanced maintenance in some areas. Freight performance across NW&C has also been strong and we expect to exceed our year end performance targets.

Project Alpha, our performance-improvement programme, has helped to remove longstanding timetable frailties and improve asset reliability. NW&C Network Rail-caused delays have reduced since Project Alpha started and are better than target.

Recognising the impact on train service performance of reduced passenger numbers, alongside planned improvements through Project Alpha and timetable interventions to improve reliability, we have increased our On Time performance trajectories for the remainder of CP6. We continue to partner with our train operators to agree individual customer scorecards for the next financial year.

We expect to exceed our target for passenger safety (TARR) which is determined from our work to improve drainage, vegetation management, fencing, scour and signaller competence.

Based on the NRPS (National Rail Passenger Survey) spring 2020 survey, there was an increase in overall passenger satisfaction with the journey and our target was met. All NW&C managed stations have seen an increase in overall satisfaction with the station, with the weighted survey result slightly below target. The autumn survey was suspended due to Covid-19.

Easy to engage with, efficient and a dependable partner



The impact of Covid resulted in £22m overspend on operating expenditure, including additional cleaning, PPE and vehicle costs to enable colleagues to travel to site separately. This overspend is offset by outperformance within our total income of £65m, generating a net P&L FPM outperformance.

Despite the challenge of Covid, we are on track to out deliver our efficiency target of £102m in 2020/21. Our efficiency targets are stretching for the remainder of CP6, with an additional £75m included in response to the impact COVID has had on the rail industry as a whole.

We are working with frontline teams to improve the two major complaint categories from lineside neighbours (no advance notice of railway work and worker behaviour). Our average age for dealing with customer contacts is currently 21 days against a target of 29. This is good but we can do better. We are developing an interactive online map where neighbours can see all our planned maintenance and upgrades by entering their post code.

There have been challenges in delivery of our enhancement milestones due to Covid that resulted in some milestones being re-planned for later in the year to ensure safe working. Ditton re-signalling and the Deployment of Digital Infrastructure (WiFi) were both was rescheduled and successfully delivered later in the year. During the year, we absorbed additional milestones from the devolution of Northern Programmes into the regions. We are on target to complete 13 out of the 15 enhancements milestones planned, with one milestone being rescoped and one being abandoned.

In year 3, NW&C has a number of signalling commissioning projects including continuing work at Birmingham New Street. Funding has now been released for East West Rail, which aims to reinstate connectivity between Oxford and Cambridge. Our Capital Delivery team and our routes are working closely together to potentially accelerate works, to continue to make better use of access while train services are reduced. Our HS2 enabling work continues to pave the way for the new Euston-Birmingham railway to bring extra capacity to the West Coast main line.

Proud to work for Network Rail



Both workforce safety measures, the Lost Time Injury Frequency rate (LTIFR) and the workforce fatality weighted index (FWI), are currently over our targets and we are unlikely to achieve targets by the end of the financial year. Our LTIFR targets have been updated to reflect the transfer into the region of colleagues as part of the PPF transformation, with our CP6 exit target being adjusted from 0.17 to 0.141.

Personal accountability is a new metric incorporated into the scorecard at the start of the current financial year and is designed to improve the behaviour of staff and reduce the number of lifesaving rules and workforce safety high potential event. Our Personal Accountability measure is below target with life saving rule breaches around speeding being a significant contributor. We have rephased our forecasts to continue to meet our end CP6 target, reflecting the level of challenge this presents in the achievability rating.

To combat the current safety trend, the region is launching a new programme – The Safety Revolution. This will deep dive into the culture within NW&C to allow us to create a bespoke programme of change to drive improvements within our culture and translate into safer performance across the region. Our safer driving campaign continues, and we are about to launch a driver awareness training programme for all our drivers.

Our employee engagement surveys allow us to understand how engaged our colleagues are and to focus on areas for improvement. This year has focused on delivering the regional organisational change and new ways of working to respond to Covid. In NW&C, we have made progress against our diversity & inclusion targets, strategic workforce planning, and on mental wellbeing training. Our engagement score was above target, and we have increased targets for the remainder of CP6.

Instinctive Industry leader



We are making changes to how we operate to improve environmental sustainability. We measure our performance through the Environmental and Sustainability Index (ESI) score. This metric is calculated using weightings based on waste recycled and reused, waste diverted from landfill, carbon emission and energy usage. Energy and carbon emissions have been positively impacted by the changes in working environments due to Covid (although partly offset by greater fuel use in vehicles due to social distancing requirements) which has resulted in an improved ESI score. We anticipate this will be impacted once we begin returning to normal but we have increased ESI targets for 2020 / 21 and the remainder of the Control Period to reflect our ambition.

We forecast that our asset reliability measure (CRI) will end the year ahead of target, with the impact of reduced levels of traffic on the railway meaning there has been less wear and tear on our infrastructure and equipment, and increased access to the track to complete maintenance.

The number of service-affecting failures continues to fall and is expected to be better than target for the same reasons. We have improved our forecasts for CRI and SAF for the remainder of CP6 to reflect the improvement work around asset strategy implementation and the renewals and enhancement schemes to be delivered. We have continued to invest in our infrastructure and while the network has been quieter than usual, we seized the opportunity to carry out important engineering work that will further improve reliability. For example, we renewed 370 metres of track through Melling tunnel, enabling us to lift temporary speed limit that had been in place since January 2019.

Freight traffic was heavily impacted by Covid but picked up robustly after the initial period of lockdown. We expect to hit the current forecast targets for this year and targets remain unchanged across CP6.

Commentary on effective renewals volumes is provided on p38-39.

SIGN OFF

APPROVAL

This document & accompanying templates are owned by the Managing Director of the North West & Central region

Submission of this document indicates confirmation that:

- all appropriate level 1 assurance activities have been undertaken;
- the MD, Region is satisfied with the quality, currency & appropriateness of the content of this document as well as the cost, volume & activity projections to which it refers;
- the signatories are satisfied that the plan has been assessed as deliverable, subject to the assumptions articulated in Appendix B.

Authorised by: -



Signed **Tim Shoveller**
Managing Director, Region



Signed **Sally Rose**
Finance Director, Region



Signed **Kamini Edgley**
Director of Engineering & Asset Management, Region



Signed **Jake Kelly**
Strategic Operations & Passenger Experience Director, Region



Signed **Eoin O'Neill**
Capital Delivery Director, Region

APPENDICES

APPENDIX A: SIGNIFICANT CHANGES

Description of change	**Implementation of Putting Passengers First organisation structure and operating model for North West & Central Region.**		
Reason for change	The change is implemented as part of the broader Putting Passengers First programme arising from the CEO's 100 day review of Network Rail	**Benefits / drawback / risks**	The change allows the region to align its accountabilities to its strategic ambitions and to place a greater focus on delivery to passengers and freight users. Further information is provided in the Overview section
Timescales	Reorganisation has been delivered throughout 2019/20, with updated delivery plans for the region produced in December 2020	**Mitigations**	Although the overall organisation structure of the Region and routes was changed, the core delivery plan commitments remain unchanged.
Impact / Deliverability	The change was implemented using dedicated project resource with external support to minimise impact on core delivery.		

Description of change	**Transfer of Worcester area from Western Route (within Western & Wales Region) to Central route (within North West & Central region)** **Please see further detail on next page**		
Reason for change	To provide greater focus on delivery for services in the West Midlands, responding to stakeholder feedback.	**Benefits / drawbacks / risks**	The change facilitates end-to-end service management of West Midlands Railway services between Hereford and Birmingham.
Timescales	Transfer developed through 2020/21 for implementation on 26 March 2021. Note that the transfer is not included in the numbers within this plan due to the timescales.	**Mitigations**	Core volume delivery commitments remain unchanged despite change in accountability and line management of colleagues in Worcester. Dedicated project resource is being used to minimise the risk of distraction arising from the change.
Impact / Deliverability	The change is implemented using dedicated project resource, using a risk-based approach to minimise the impact on core delivery, and applying previous lessons learned.		

Description of change	**Updated NW&C Regional Strategic Plan**		
Reason for change	Our strategic plan has been updated to align to the Putting Passengers First transformation programme.	**Benefits / drawbacks / risks**	The principle benefit is a realignment of regional strategic objectives and initiatives to our regional structure.
Timescales	Our updated strategy was developed over the summer and autumn 2020 and our strategic plan updated in January 2021.	**Mitigations**	Core delivery and scorecard commitments remain unchanged.
Impact / Deliverability	Refocus and resetting of strategic direction for the region, aligned to the NR Story. The organisational change has been delivered through a dedicated project team to minimise impact on core delivery.		

A. WORCESTER TRANSFER

CONTEXT

For strategic reasons, the boundary between the Wales and Western and North West and Central regions is being changed such that the Worcester area will now be a part of our Central route from 26 March 2021.

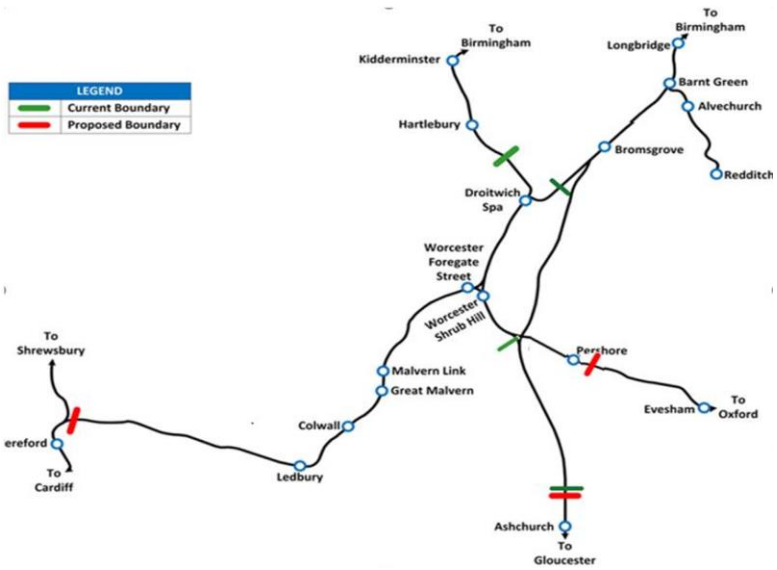
This equates to 72 miles and 42 chains of rail infrastructure, which includes eight signal box areas. The operators support the move as they believe that having a clear responsibility for strategic planning, asset management, operations and maintenance under one Network Rail route would offer significant strategic benefits. The boundary change also offers future business planning benefits for CP7 and beyond.

Employees

Total transferring = 104
Operations = 43 posts
Maintenance = 61 posts

Budget Transfer

Budget will transfer for the remainder of CP6 to cover both Opex costs and Planned Renewals



Key Information

Key Locations

Key stations for commuters into the West Midlands rail hub, such as Worcester Shrub Hill, Worcester Foregate St and Worcestershire Parkway will become part of the Central Route.

Worcester Sheriff Street maintenance depot will become part of the Birmingham delivery unit, which hosts a multitude of maintenance disciplines.

Network Change

The Network Change has been consulted with stakeholders and supported by WMT, XC and GWR. The network change was established on 21 Jan 2021.

Key TOCs

West Midlands Railway

crosscountry

GWR

APPENDIX B

KEY ASSUMPTIONS

Ref no.	Topic	Assumption	Areas of spend impacted
1	Region	The regional strategic plan is based on the NW&C regional boundaries as at 25 March 2021 (i.e. excluding the Worcester area transfer which is due to take place on 26 March 2021). Any future boundary change will need to be accompanied with appropriate funding adjustment to account for the transfer of assets and operational responsibilities	All
2	Organisation	Any future change external to the region (e.g. organisation restructure) will be reflected in an equivalent change in costs and budget. We have planned on the basis of the current organisation structure and that recharging methodologies continue throughout the planning period.	All
3	Passenger Demand	It is assumed that there will be a gradual increase in footfall during 2021/22 in line with the return of passengers seen after the first lockdown. Footfall is not expected to increase further than 80% of pre-COVID19 levels during 2022/23 and 85% for the remainder of this control period.	All
4	Train Service	It is assumed that train service is aligned to TOC agreements until Easter 2021, with services expected to rise to 74% of pre-Covid levels in Q1 FY22, reaching 90% by year end and pre-Covid level returning in the last two years of CP6.	All
5	Digital Railway	We have assumed that Digital Railway interventions will not occur on any NW&C region signalling assets in CP6 and have planned on the basis of conventional signalling interventions and ETCS-ready specifications where appropriate to sustain the signalling assets	Signalling
6	Access	This submission assumes that appropriate access will be secured and optimised in CP6	Renewals and Maintenance
7	Railway industry structure	We have assumed the railway industry remains as presently structured	All
8	Deliverability	We have assumed that our renewals and maintenance activities will be deliverable within the context of HS2 works, supply chain capacity, possession access, and traffic growth	All
9	Weather	Our plan is dependent on there not being an increase in extreme weather events in CP6 compared to CP5 and that costs for work arising from extreme events will be funded from a central contingency pot	Renewals
10	Estimates	We have assumed that the supplied unit rates we have based our forecasts upon will be achievable	All
11	Safety	We have assumed that no new safety risk areas materialise outside those already covered in our safety strategy	All
12	Level Crossings	Risk levels will not change substantially at individual crossings	All

APPENDIX B

KEY ASSUMPTIONS

Ref no.	Topic	Assumption	Areas of spend impacted
13	Refranchising	We have not included provisions for additional requirements arising from franchises to be re-let in CP6 (e.g. higher performance targets) as these are currently unknown	All
14	Contract negotiations	We have assumed that local market conditions and local construction inflation do not hinder renegotiation of contracts and aspired improvements to T&C's	Renewals
15	HS2	We have assumed that HS2 works will happen in CP6, the Euston mitigation measures will be adopted, and that the HS2 On Network Works will be funded by others. Our forecasts and risk profiles reflect our assessment of the resultant impact on our activities and operations	All
16	Land access costs	HS2 land access negotiations do not set unrealistic precedents for our land requirements for renewals etc	Renewals
17	Risk funds	Central provisions will be available should risks materialise that incur costs over and above the levels we can fund from our Region risk provision	All
18	Enhancements	In developing our renewals and maintenance workbanks, enhancements have been treated as possible overlays and should any renewals schemes fall in the same geographic footprint, then we will integrate them into the enhancement and supply the equivalent financial contribution. This excludes Crewe where we have allocated a cash contribution of £270m within this plan	All
19	Organisational capability	This submission assumes that the Region attracts and retains the required engineering competence	Renewals and maintenance
20	Standards changes	No allowance has been made for the impact of Standards or Policy changes made during CP6. It is assumed that cost implications of changes would be covered by Standard Owners	All

APPENDIX C: SCORECARD MEASURE DEFINITIONS

Measure	Definition
On Time	The percentage of recorded station stops called at on time (early or < 1 min late)
Consistent Region Measure – Performance (CRM-P)	Measures the annual minutes of Network Rail attributed delay to passenger trains from incidents occurring in NW&C region normalised by the actual mileage travelled by passenger trains within the region
Freight Delivery Metric (FDM)	A measure of Network Rail's ability to deliver freight trains to destination within 15 minutes of booked time
Passenger Satisfaction	The percentage of passengers surveyed who were satisfied with their overall journey
Passenger Satisfaction (Managed Stations)	The 'overall satisfaction with the station' rating for our four NW&C managed stations (Manchester Piccadilly, Liverpool Lime Street, London Euston and Birmingham New Street). The contribution of each station is weighted based on the number of survey responses at each station
Passenger Safety (TARR)	Measures achievement of the key milestones and metrics to reduce train accident risk. TARR is made up of milestone targets ad volume targets, both of which have different achievement weightings
Train operator scorecard lines	Delivery of weighted measures on customer specific scorecards. Achievement against these generates the figure on the region scorecard
Arriva Rail London T3	The number of trains terminating up to 3 minutes late at destination by the GBTT advertised time.
Caledonian Sleeper Right Time Arrivals	The number of trains that have terminated on time by the GBTT advertised time at their destination
Freight Cancellations	The number of Network Rail and other operator caused cancellations, as a percentage of freight trains run. This measure is a subset of the regulatory Freight Delivery metric (FDM)
Complaints handling	An index calculated from (i) the number of complaints, (ii) the average age of open service request and (iii) the turnaround time of closed service requests
Financial Performance Measure (FPM)	An assessment of how NW&C has performed compared to the financial targets set out in our delivery plan, and an aggregation of three individual FPM measures for P&L, Renewals and Enhancements)
Enhancement Milestones	The number of milestones completed ahead of time or on time as a percentage of all NW&C milestones planned for delivery in the year
Employee Engagement Index	An index representing the proportion of employees surveyed who responded favourably to key questions on engagement
Fatalities and Weighted Injuries	An index representing workforce safety, using fatalities and non-fatal injuries per hour worked on a weighted basis. A lower FWI represents better performance
Personal Accountability for Safety	A measure of how much we are improving our culture and behaviours to help keep ourselves and our colleagues safe; assessing the combined reduction in (i) Breaches in Life Saving Riles and (ii) High Potential events
Lost Time Injury Frequency Rate (LTIFR)	The number of days lost to injury per 100,000 hours work. A lower figure represents better performance
Effective Volumes	A measure of how much additional life our renewals activities add to our assets, which provides a medium-term view of sustainability. Calculated as a weighted aggregation of renewals volumes, where the weighting distinguishes between activity types and their different impacts on asset life
Environmental Sustainability Index	An index representing performance against four key environmental measures: (i) % of waste recycled, (ii) % of waste diverted from landfill, (iii) % reduction in carbon emission, and (iv) reduction in non-traction energy usage
Composite Reliability Index (CRI)	Measures the criticality weighted performance of our assets in terms of reliability. It includes track, signalling, points, electrification, telecoms, buildings, structures and earthworks and is a key underlying measure of overall network performance
Number of Service Affecting Failures (SAF)	This is a measure of the short-term condition and performance of our assets including track, signalling, points, electrification, telecoms, buildings, structures and earthworks
Freight Growth	The net weight in tonnes of each freight vehicle multiplied by the number of miles travelled. Net refers to the fact that the vehicle weight itself isn't included, only the contents

APPENDIX D: RISKS

The key risks in our plan are described in the table below, and are managed through our Governance, Risk, Assurance and Improvement framework.

Risk Title	Risk Description	Control / Mitigating Action
Safety – Workforce	There is a risk of failing to prevent fatalities or significant injuries to Network Rail employees resulting in loss of employee/union engagement	1. Proactive management of risks through continuous improvement. Monitoring by SHE Exec and visualisation 2. Reactive management to improve processes such as accident investigation, audit and assurance activities 3. Planning and Delivering Safe Work (PDSW/SSOW) 4. Adherence to National Life Saving Rules (LSRs) 5. Increased awareness and engagement through periodic safety conversions
Safety – Level crossings	There is a risk we fail to safely manage the infrastructure and interface with the public at level crossings, leading to potential collisions, significant train accident and/or injury/fatality	1. Risk assessments and controls in place 2. Proactive identification of closure candidates or risk reduction opportunities 3. Information and instructions at crossings 4. User engagement – letters, awareness days, LX camera safety van 5. Competency arrangements for signallers 6. Fatigue monitoring of signallers 7. Safe operation of equipment
Safety – Public at stations	There is a risk of failure to prevent fatalities or injuries to station users resulting in harm, financial compensation, enforcement action or damage to reputation	1. BTP support and presence 2. Station information and management procedures 3. Inspection and maintenance regimes 4. Weather and incident response plans 5. Competence management and monitoring 6. Provision of equipment 7. Disability awareness and training
Performance	There is a risk of not achieving the TOC regulatory targets for PPM MAA and CaSL MAA in CP6 for our lead TOCs resulting in loss of reputation and financial penalties	1. Targeted and prioritised renewal plans 2. Competent renewals contractors appointed with robust NR supervision. Route also supported by internal Works Delivery organisation 3. Competent maintenance staff delivering maintenance in accordance with company standards 4. Compliance with and utilisation of long & short term timetable planning rules
HS2	There is a risk of an adverse impact on LNW key business objectives prior to and during the construction phases of HS2	1. Influence HS2 governance structures to ensure LNW Route concerns are recognised and addressed 2. Establish integrated planning organisation to manage HS2 activities (HALO) 3. Undertake modelling of impacts on infrastructure to assess if changes to timetables are required
Earthworks	Failure of the earthworks asset leading to a major incident (e.g. collision, derailment)	1. Earthworks examinations and evaluation 2. Extreme weather action plans 3. Drainage inspections and renewals 4. Operational procedures in the event of failures 5. Infrastructure design
Cash Compliance	Overspending/underspending against the routes cash envelope (Income, Opex, Renewals)	1. Regular business reviews 2. Application of finance regulations, policies and assurance – regularly reviewed and communicated to budget holders 3. System controls supported by governance panels 4. Efficiencies programme which is owned, monitored and actioned 5. Strategic business planning process and rolling forecast
Access and Logistics	The Route failing to support and deliver the committed work bank up to and inclusive of 2026	1. Control processes such as Network Code, de-confliction (national), change control. 2. Engineering access planning 3. Industry Access Plan/ HALO 4. ADCCP and portfolio review group (internal governance structure
Train Accident	A train accident due to a failure in the application of network rails processes and procedures.	1. Asset specification 2. Maintenance and inspection procedures including signalling maintenance handbook/specification 3. Plan delivery e.g. vegetation, seasonal 4. Railway group standards/operating procedures 5. Staff surveillance and assurance.

APPENDIX D: RISKS

Risk Title	Risk Description	Control / Mitigating Action
CP6 Deliverability	Failure to deliver CP6 Renewals final determination volumes and meet corresponding LNW scorecard measures	1. Periodic sponsor reviews and challenge 2. Integrated planning e.g. HALO 3. Proactive delivery outside of high-risk adverse weather season. 4. Route exec, financial governance process
Timetable Change	There is a risk of delay in the introduction of required Infrastructure (NWR) and / or lack of resource (train crew / trains) causes widespread delay and/or cancellation of the planned services resulting in severe reputational and financial impact.	1. Project governance and assurance review process. 2. Timetable readiness reviews and challenge. 3. Compliance with and utilisation of Long and short-term timetable planning rules. 4. Timetable robustness checks and error correction process
Route Sponsorship	There is a risk of failure to deliver the LNW CP6 regulated milestones as specified in the CP6 Enhancement Delivery Plan without significantly disrupting the operational railway	1. Asset Delivery & Change Control Panel 2. Route Panel 3. Stage gate reviews 4. MBR/QBR
Resources	There is a risk of failure to maintain a suitable and sufficient workforce to deliver LNW Route objectives	1. Emerging talent programme and succession planning 2. ROS Steering Group 3. LEAN methodology 4. Competency frameworks 5. People Exec 6. Self-assurance process
Business Continuity Management	There is a risk that failure to recover from a business interruption to pre-defined output levels and within identified timescales, resulting in an inability to run a train service, significant customer dissatisfaction, financial loss or reputational impact	1. Succession plan for key posts 2. Business continuity programme 3. Business impact assessment of key areas 4. Asset management strategy 5. Route industrial action contingency plans 6. Communications strategy
Data Protection	NW&C breach the rules of the General Data Protection Regulation Law resulting in fines of up to 4% of company turnover	1. Controlled User Access 2. Staff awareness and knowledge 3. Data Encryption 4. Internal Firewalls
Health and Wellbeing of Workforce	NW&C fail to manage the health and wellbeing of the workforce, resulting in Ill health of NR staff (Employees and Contractors)	1. Planning and Delivering Safe Work (PDSW/SSOW) 2. Employee Assistance Programmes 3. Function Steering Committee (oversight) 4. Compliance with Health and Safety at Work Act 1974
Resilience	NW&C fail to establish and maintain a secure and resilient network.	1. Hostile Vehicle Mitigation (HVM) 2. Cyber Security Controls 3. Security Competent Workforce 4. Identity and Access Controls
Sustainability	There is a threat of NW&C failing to deliver the NW&C sustainability vision and strategy, leading to social value and public health impacts, resource scarcity, loss of biodiversity, increased pollution and less resilience to weather impact.	1. Health, Safety, Wellbeing and Environment Programme Board (Regional) 2. Decarbonisation Programme Board (National) 3. SC014 standards and control management (Compliance) 4. Sustainable Land Use Programme Board (National) 5. Sustainability Research and Development Board 6. SC020 Close call reporting