

Annual Incentive Plan 2015-2016





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All employees have the opportunity to share in Network Rail’s success. The annual incentive plan (AIP) uses a mix of corporate, business and individual objectives to determine individual awards. The AIP is designed to enable participants to be able to clearly identify and establish how they can influence the performance of the organisation and as a result their potential awards.

The AIP is designed to:

- Reward employees for achieving corporate, individual and, if appropriate, business specific and/or functional goals
- Link the interests of employees to those of Network Rail as a whole and its stakeholders and customers
- Emphasise that safety, train performance and financial performance go hand in hand
- Reinforce the company strategy and key goals
- Provide an incentive to improve results and reinforce the company’s performance culture





Who can participate & potential awards

The AIP applies to employees on a Network Rail contract paid through payroll in the following bands.

Executive Band and Band 1 employee's have a proportion of their bonus payment deferred for 2 years.

Eligibility*	Maximum Potential (% of salary or £)
Executive Band	50%**
Band 1	40%***
Band 2	30%
Band 3	20%
Band 4 – Property	20%
Band 4 – Local Operations Manager	15%
Band 4 – Line Manager with at least 4 direct reports	10%
Band 4 – Other	£3,000

* Employees can only participate in one bonus scheme at a time. All bonus scheme documents can be found on Network Rail's Intranet, Connect.

** In place of an LTIP arrangement a payment of the same amount will be deferred and paid in 2018

*** An additional payment equal to half the outturn payment (maximum of 20% of salary) will be deferred and paid in 2018



Corporate scorecard

The AIP is based on a corporate scorecard that gives equal weighting to safety, operational performance and financial performance. The corporate scorecard is the most important as it determines overall scale of payout. The performance is linked to all employees within Network Rail who are eligible for AIP and underpins all bonus payments.

If the corporate scorecard result is less than 20%, there will be no bonus payout for the Annual Incentive Plan.

Depending on your personal performance and the strategic business unit results, bonus awards can be increased or decreased. See how the structure works on page 6.



Corporate scorecard

The performance targets are a balanced scorecard reflecting what is important in measuring the success of the business.

The minimum, target and maximum performance levels for the corporate scorecard are detailed in the following table:

Corporate	Key business measure		Weighting	Minimum Performance Level	Target	Maximum performance level
Safety (20%)	Workforce - Lost time incident frequency (LTFIR)		5.0%	0.540	0.511	0.483
	Workforce - close calls raised		3.0%	70,000	80,000	90,000
	Workforce - Close calls closed within 28 days.		2.0%	40%	50%	60%
	Passenger - passenger component of Train Accident Risk.		5.0%	1.986	1.942	1.899
	Public - Level crossing risk reduction - Benefits only as measured by the Level Crossing Risk Indicator Model.		5.0%	1.262	1.893	2.524
Train Performance (20%)	Public Performance Measures (PPM), England, Wales & Scotland		12.0%	89.7%	90.0%	91.0%
	Cancellation and Significant Lateness (CaSL), England & Wales		6.0%	2.9%	2.8%	2.4%
	Freight delivery metric (FDM), England, Wales & Scotland		2.0%	92.5%	94.5%	95.0%
Financial Performance (20%)	Financial Performance Measure (FPM) Total Efficiency Generated (£m) excluding Enhancements		15.0%	Miss target by less than £200m	Budget i.e. £0m	Beat target by greater than £200m
	Financial Performance Measure (FPM) Total Efficiency Generated - Enhancements only (£m)		5.0%	Miss target by less than £100m	Budget i.e. £0m	Beat target by greater than £100m
Investment Investing in the railway (10%)	Key milestones of top 10 renewals & enhancement projects		5.0%	6	8	10
	% of Grip 3 & 6 milestones achieved.		5.0%	60%	80%	100%
Asset Management. (15%)	Composite reliability index (CRI)		7.5%	7.50%	8.40%	9.32%
	Renewals volume	Track plain line (Track Km)	2.4%	1,256	1,396	1,535
		Track S & C (Point ends)	1.0%	901	1,001	1,101
		Signalling (SEUs)	2.3%	1,281	1,424	1,566
		Underbridges (m2)	1.0%	119,460	132,733	146,007
		Earthworks (5 chain)	0.6%	3,458	3,842	4,226
		OLE re-wire and mid life refurb (Wire runs)	0.1%	49	54	59
		Conductor rail (Km)	0.1%	23	25	28
Satisfaction (15%)	Customer Satisfaction		5.0%	3.15	3.32	3.49
	Passenger Satisfaction		5.0%	81.0%	83.3%	86.0%
	Lineside Neighbours Survey		5.0%	52.0%	53.0%	55.0%



Corporate scorecard

Performance measure definitions can be found on page 11

Points to note

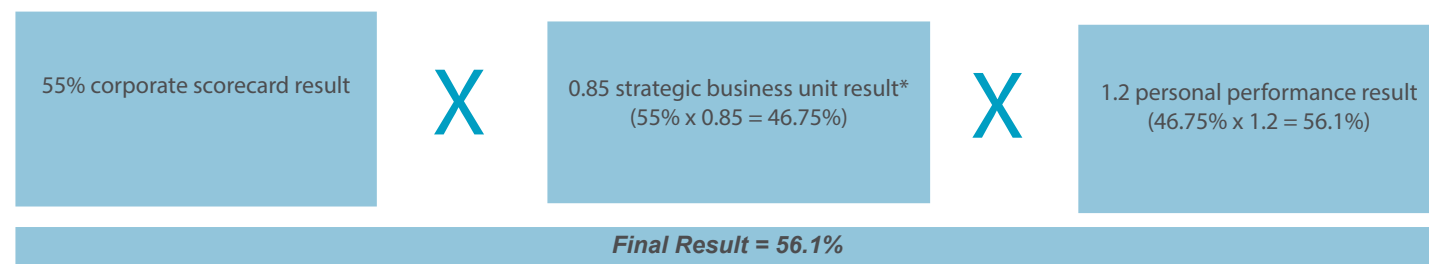
- The performance measures stand alone, and each is calculated independently; the total bonus payment payable is the sum of each of the six performance areas added together
- No payment will be made in respect of any performance measure which fails to meet the minimum level of performance
- Achievement between the minimum performance level and the target performance level will be calculated on a pro rata basis as will achievement between the target performance level and the maximum
- Evidence of safety under reporting would result in the outcome of the safety measures being reviewed and reducing performance accordingly including potentially to zero



How the structure works



An example of how the new structure works:

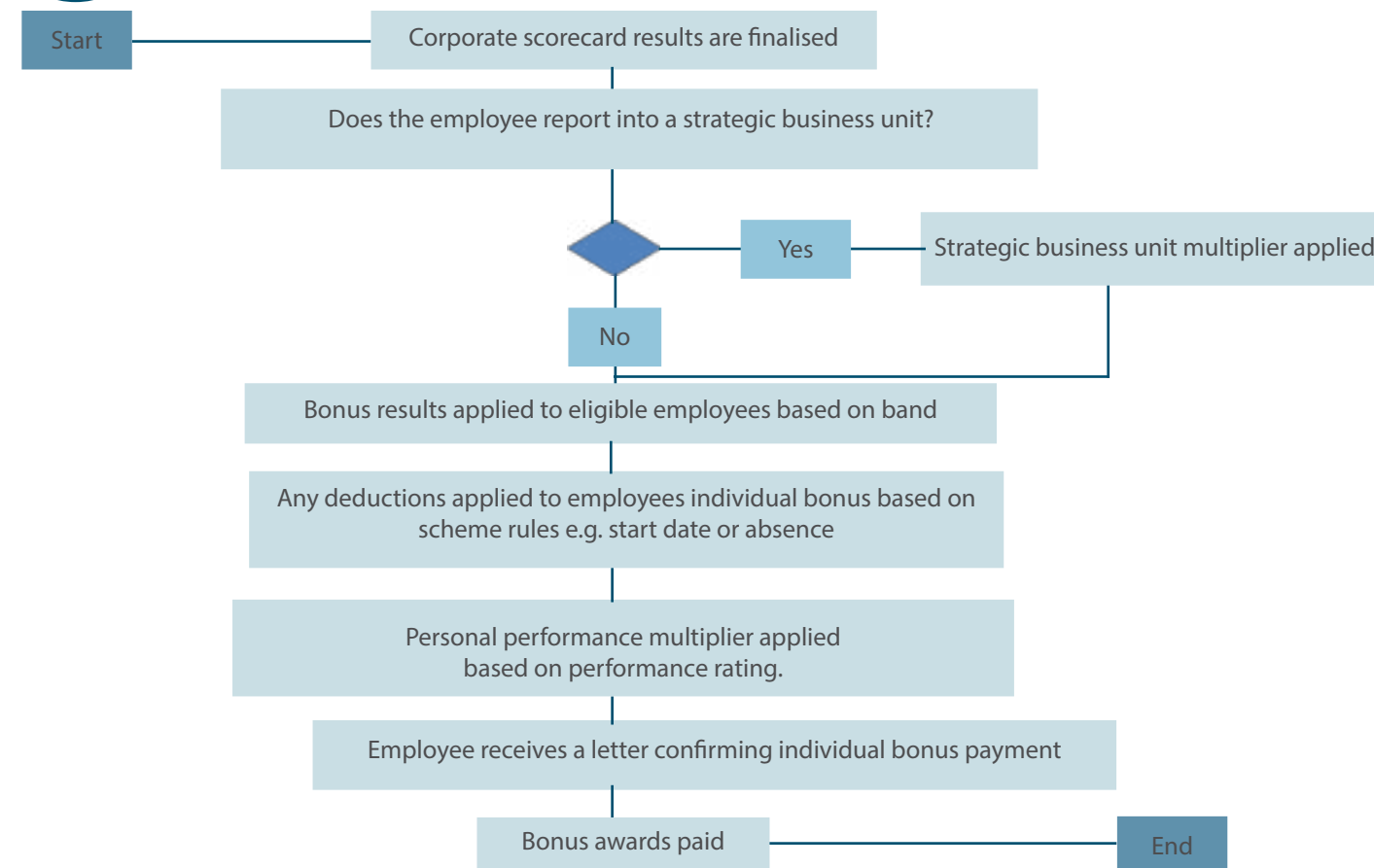


The strategic business unit multiplier will be based on the results for the strategic business unit measures. The measures and targets for the strategic business units can be found on page 12 onwards. For results at minimum performance level the multiplier will be x 0.8, for results at target performance level the multiplier will be x 1, and for results at maximum performance level the multiplier will be x 1.2. For results in between performance levels the multiplier will be calculated on a straight line basis.

*Where you are not in a strategic business unit the multiplier will not be applied (i.e. Corporate). Please refer to flow chart on the next page.



How do the results impact individual bonus payments?



Bonus process at a glance

(1 April 2015 to 31 March 2016)

MARCH	JUNE/JULY
Performance targets for the year are agreed for each business area by Finance and the business.	Payroll processing takes place.
APRIL	JULY/AUGUST
Bonus Booklets for the year are published with targets.	Any bonus awards are paid to eligible employees.
MAY	ONGOING
Performance results finalised at the end of the performance period.	Performance is measured throughout the scheme against targets.
Final Bonus award signed off. (See review of overall performance).	Performance against key business measures will be published on Connect each period. Performance results finalised at the end of the performance period.
Bonus results are published on Connect.	



Receiving your bonus

The bonus payment date will be announced on Connect after the end of the financial year (31 March 2016) and once the outcome against performance measures have been finalised. It is likely to be paid around July/August 2016 depending on payroll dates and payroll processing.



Review of overall performance

The Remuneration Committee will review the results of the scorecard at the end of the scheme year and will take into account all factors, including overall business performance and safety. The Remuneration Committee may then reduce/increase the overall payment to take account of such factors; subject to its obligation to achieve the overriding purpose of the scheme.



AIP rules

The AIP does not form part of your contractual terms and conditions. You will be eligible to receive payment in accordance with the following rules:

Category	Type	Description
General	Salary basis	Any potential bonus payments will be based on your salary at 31 March 2016.
	Scheme year	The scheme year is 1 April 2015 - 31 March 2016.
	Additional eligibility requirement for band 4 line managers	Eligibility for band 4 line managers bonus is where you undertake the direct line management of 4 or more employees (this is based on number of positions reporting in to you in the organisation chart) on a continuous basis from 1 April 2015 to 31 March 2016.
	Transfers between different eligible bands of the AIP	Where you transfer between eligible bands of the AIP, payment due in respect of any total bonus payment will be pro rated based on the number of calendar days in each respective eligible band of AIP.
Payment	Payment date	Payment date will be announced on Connect after the 31 March 2016 once the outcome against performance measures has been finalised. Payments to qualifying leavers will be made at the same time as they are made to existing employees.
	Tax, NI and Pensions	Payments under the scheme are subject to statutory deductions and are not pensionable.
New joiners, changes to business area & part time working	New joiners	If you join on or before 28 February 2016 you will qualify for a pro rata payment based on the number of calendar days employed in the scheme year.
	Changes to business area	In the event of moving to (including going on secondment to) the same, lower or higher band or change of business area during the scheme year, payment due in respect of any total bonus payment will be pro rated on the basis of calendar days in each respective band/ business area.
	Part time working	Bonus payments will be calculated on a pro rata basis based on the weekly full time equivalent contractual hours for the role and your number of contractual hours. In the event your hours change during the scheme year, bonus payments will be calculated on a pro rata basis based on the number of calendar days for each set of contractual hours.
Absence	Absence from work*	If you are absent for 20 or more working days your participation in the scheme will be maintained, however your bonus payment will be subject to a deduction based on the total number of working days you have been absent for. Working days are calculated on the basis of a standard 5 day working week (dependant on role, this could include rostered weekend working, but not rest days). If you are absent due to maternity, adoption, paternity, parental leave or shared parental leave, the first 20 working days will not form part of the reduction. If you are absent due to jury service, volunteer leave or Territorial Army leave this will not trigger an absence reduction.
Individual performance	Performance & disciplinary	No payments will be made to you if you are assigned a performance rating of significant performance improvement required'. If you are rated 'partially achieved' you will be eligible for a bonus payment but this will be reduced in accordance with the personal performance modifier. The company reserves the right to withhold bonus payments from participants that are the subject of formal disciplinary action, we will not withhold payment if under investigation.
	Industrial action	The underlying principle of the scheme is to reward employees for the achievement of the company's performance targets. As a consequence, if you take part in industrial action during the performance period you will put your eligibility to receive all or part of any bonus payment at risk. For every shift where you take part in industrial action your bonus payment will be reduced by 20% prior to any individual performance distribution (if applicable).
Leavers	Terminations of employment (e.g. resignations, any retirement and dismissal)	You are only entitled to payment if you are in Network Rail's employment on 30th June 2016 and have not commenced your contractual notice period before the end of the performance period (31 March 2016).
	Ill health severance & death in service	If you have left employment due to ill health severance or have died in service you or your nominees will be eligible to receive a bonus payment, any payment made will be pro rated based on the number of calendar days employed in the scheme year.
	Redundancy	If you leave under redundancy you are eligible for payment if you are still in Network Rail's employment on 1 April 2016. If you leave between 1 April 2016 and the payment date you will remain eligible for bonus payment.



AIP rules

Category	Type	Description
Band 1's & Executive Band	General eligibility	For band 1 participants the maximum bonus is 40% with a payment equal to half the outturn up to 20% of salary deferred for two years. For executive bands the maximum is 50% with a payment of equal amount deferred for two years.
	Payment date	For Bands 1 two thirds and for Executive Bands a half of the overall payment will be paid in line with the payment date in 2016.
	Deferred payment	You are only entitled to the deferred payment if you received the first payment. The amount of any deferred bonus payment will be confirmed in writing and will become payable to you after two calendar years. The payment date will be the same date as any bonus payments due after the end of the performance period 31 March 2018.
	Deferred payment for leavers including resignations	You are only entitled to the deferred payment if you received the first payment and if you are in Network Rail's employment on the 30 June 2018 and have not commenced your contractual notice period before the end of the deferred period (31 March 2018). The payment date will be the same date as any bonus payments due after the end of the performance period 31 March 2018.
	Deferred payment for leavers including redundancy, retirement, ill health severance and death in service	<p>If you have received the first payment and leave for any of the reasons below. The payment date will be the same date as any bonus payments due after the end of the performance period 31 March 2018.</p> <ul style="list-style-type: none">• Redundancy• Ill health severance• Retirement (at normal pension age in accordance with your pension scheme membership and if not in a pension scheme, then 65.) <p>If you received the first payment and die in service, your nominees will be eligible to receive the deferred service bonus payment at the same time as any final payments.</p>

* If you consider that you have a disability that may cause absence from work and need reasonable adjustments please refer to the reasonable adjustment policy.



Performance Measure Definitions

Performance measure	Performance Measure Definition	How we measure performance against targets
Safety	The 5 measures have been designed to measure our progress in achieving our target safety culture.	Progress tracked periodically against targets. <u>If we meet our safety targets we will deliver a safer railway for our workforce, passengers and the public.</u>
Train performance	The public performance measure (PPM) is an indicator of the performance of passenger journeys based on the percentage of passenger trains arriving on time.	The public performance measure is tracked periodically and is an indicator of passenger trains arriving on time. <u>The more trains arriving on time indicates better public performance and increase the potential for payout under this measure.</u>
	CaSL refers to the percentage of trains which are cancelled (i.e. did not call at all planned station stops) or running 30 minutes or more late at their final destinations (part and full cancellations).	The CaSL measure is tracked periodically and is an indicator of passenger trains cancelled or significantly late. <u>As the percentage of trains which are cancelled or significantly late reduces, performance would improve and increase the potential for payout under this measure.</u>
	The freight delivery metric (FDM) is an indicator of the performance of freight journeys based on the percentage of freight trains arriving on time.	The freight performance measure is tracked periodically and is an indicator of freight trains arriving on time. <u>The more trains arriving on time indicate better freight performance and increase the potential for payout under this measure.</u>
Financial Performance	Income and expenditure measures how we are performing against revenue budgets.	Financial Performance is tracked periodically and measures NR against baseline for income, opex and capex. <u>If we spend efficiently and find new ways of achieving an income, the potential payout under this measure will increase.</u>
	Enhancement expenditure measures how we are performing against budget.	Financial performance is tracked periodically and measures NR against baseline for enhancements. <u>If we spend efficiently, the potential payout under this measure will increase.</u>
Investment (Investing in the railway)	To deliver a railway fit for the future, we need to deliver complex and high value major projects and a wide range of infrastructure programmes, portfolios and projects. These milestones measure our achievement of interim milestones of our top 10 renewals and enhancement projects.	Progress on infrastructure projects is measured through periodic reports against achievement of our top 10 key milestones. <u>If we deliver our key projects which will improve and expand the railway on time and in budget, then the potential payout under this measure will increase.</u>
	To deliver a railway fit for the future, we need to deliver complex and high value major projects and a wide range of infrastructure programmes, portfolios and projects. Investment milestones measure our achievement of all enhancement projects as a % of Grip 3 & Grip 6.	Progress on infrastructure projects is measured through periodic reports against achievement of our overall enhancement projects. <u>If we deliver our key projects which will improve and expand the railway on time and in budget, then the potential payout under this measure will increase.</u>
Asset Management	To deliver a safe railway we need to maintain our assets in a safe and sustainable way. The composite reliability index measures the short term condition and performance of our assets such as track, signalling, points, electrification, telecoms, buildings, structures and earthworks.	Composite Reliability Index is tracked periodically against our forecasts. <u>Fewer assets breaking down indicates better management of our assets and increases the potential payout under this measure.</u>
	To deliver a safe railway we need to deliver our renewals plans.	Renewals volumes are measured periodically against achievement of our budget. <u>If we deliver our renewal volumes as planned and within budget the potential payout under this measure will increase.</u>
Satisfaction	Customer satisfaction is an assessment of how well Network Rail engages with its key customers principally passenger and freight operating companies.	Customer satisfaction is measured through the 'Customer Satisfaction Survey' carried out by a third party which takes into account the customer satisfaction achieved in each of Network Rail's route. <u>If our customers are satisfied with how we engage with them there is greater potential for payout under this measure.</u>
	Passenger satisfaction is measured through the 'National Passenger Survey' (NPS) commissioned by Passenger Focus which provides a network wide picture of passengers' satisfaction with rail travel.	Twice a year Passenger Focus conduct passenger surveys. The result is the average from the two surveys. <u>The more satisfied passengers are with rail travel the greater potential for payout under this measure.</u>
	Level of awareness about disruption amongst lineside neighbours who experienced disruption in the last 12 months. Response to 'How favourable or unfavourable is your overall impression of Network Rail?'	<u>The better the response to 'How favourable or unfavourable is your overall impression of Network Rail?' The greater the potential for payout under this measure.</u>



Corporate scorecard measures

Corporate

Corporate		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Lost Time Incident Frequency Rate	5.0%	0.540	0.511	0.483
	Close calls raised	3.0%	70,000	80,000	90,000
	Close calls closed within 28 days	2.0%	40%	50%	60%
	Passenger component of Train accident Risk	5.0%	1.986	1.942	1.899
	Level Crossing Risk Indicator Model	5.0%	1.262	1.893	2.524
Train performance	National Public Performance Measure (PPM)	12.0%	89.7%	90.0%	91.0%
	Cancellations & Significant Lateness (CaSL) E&W	6.0%	2.9%	2.8%	2.4%
	Freight Delivery Metric (FDM)	2.0%	92.5%	94.5%	95.0%
Financial Performance	Financial Performance Measure (FPM) - excluding enhancements (£m).	15.0%	£(200)m	0	£200m
	Financial Performance measure (FPM) - enhancements only.	5.0%	£(100)m	0	£100m
Investment (Investing in the railway)	Key milestones of top 10 enhancement projects	5.0%	6	8	10
	% of Grip 3 & 6 milestones achieved.	5.0%	60%	80%	100%
Asset Management	Composite Reliability Index (CRI)	7.5%	7.50%	8.40%	9.32%
	Track Plain Line (Track Km)	2.4%	1,256	1,396	1,535
	Track S&C (Point Ends)	1.0%	901	1,001	1,101
	Signalling (SEUs)	2.3%	1,281	1,424	1,566
	Underbridges (m2)	1.0%	119,460	132,733	146,007
	Earthworks (5 chain)	0.6%	3,458	3,842	4,226
	OLE re-wire and mid life refurb (Wire runs)	0.1%	49	54	59
	Conductor rail (Km)	0.1%	23	25	28
Satisfaction	Customer satisfaction	5.0%	3.15	3.32	3.49
	Passenger satisfaction	5.0%	81.0%	83.3%	86.0%
	Lineside Neighbours Survey	5.0%	52.0%	53.0%	55.0%

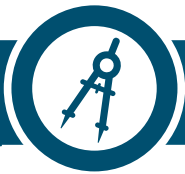


Strategic business unit measures

Infrastructure Projects

IP Central		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in lost time injury frequency rate	10.00%	0.428	0.405	0.383
	Close calls raised	10.00%	5,416	6,371	7,327
Train performance PPM	East Midlands Trains	1.98%	92.1%	92.8%	93.3%
	Chiltern Railways	1.73%	94.9%	94.9%	94.9%
	London Midland	5.35%	88.0%	88.2%	88.7%
	Merseyrail	2.63%	95.6%	96.0%	96.2%
	Virgin Trains West Coast	1.31%	84.8%	86.2%	86.2%
Train performance CaSL	East Midlands	1.06%	2.1%	2.1%	2.1%
	Chiltern Railways	0.93%	1.6%	1.4%	1.4%
	London Midland	2.88%	2.8%	2.6%	2.5%
	Merseyrail	1.42%	2.0%	2.0%	1.9%
	Virgin Trains West Coast	0.70%	5.0%	3.8%	3.8%
Financial	COWD (£m)	10.00%	Targets linked to the FY2016 Budget		
	Financial Performance Measure (FPM) £m	10.00%			
Investment	Schedule Adherence	7.50%	60%	80%	100%
	Milestones	7.50%	10 Milestones (0.75% each)		
Asset Management	S&C (Point Ends)	3.00%	6	7	8
	Total SEU (No)	3.00%	164	182	200
	Underbridges (Sqm)	3.00%	35,319	39,243	43,167
	Total Earthworks (5 Chain Lengths)	3.00%	515	572	629
	Conductor Rail (Various)	3.00%	2	2	2
Satisfaction	Supplier satisfaction (MORI)	10.00%	0.76	0.80	0.84





Strategic business unit measures

Infrastructure Projects continued

IP HQ		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	10.00%	0.404	0.383	0.362
	Close calls raised	10.00%	28,599	33,599	38,639
Train performance	National Public Performance Measure	13.00%	89.7%	90.0%	91.0%
	Cancellations & Significant Lateness (CaSL) E&W	7.00%	2.9%	2.8%	2.4%
Financial	COWD (£m)	10.00%	Targets linked to the FY16 Budget		
	FPM (£m)	10.00%			
Investment	Schedule Adherence	7.50%	60%	80%	100%
	Milestones - Top 10	7.50%	10 Milestones (0.75% each)		
Asset Management	Plain Line (Km)	2.14%	644	716	787
	S&C (Point Ends)	2.14%	376	418	460
	Total SEU (No)	2.14%	1,450	1,612	1,773
	Underbridges (Sqm)	2.14%	106,058	117,843	129,627
	Total Earthworks (5 Chain Lengths)	2.14%	1,371	1,523	1,675
	Wire Runs (No)	2.14%	52	58	64
	Conductor Rail (Various)	2.14%	15	17	19
Satisfaction	Supplier satisfaction (MORI)	10.00%	0.76	0.80	0.84



Strategic business unit measures

Infrastructure Projects continued

IP Scotland & NE		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in lost time injury frequency rate	10.00%	0.428	0.405	0.383
	Close calls raised	10.00%	4,061	4,778	5,494
Train performance	Virgin Trains East Coast PPM	0.35%	86.5%	86.5%	87.0%
	Cross Country PPM	0.72%	88.8%	89.5%	90.0%
	First TransPennine Express PPM	0.81%	88.6%	90.5%	92.2%
	Northern PPM	5.83%	90.9%	91.5%	92.9%
	First ScotRail PPM	5.29%	90.5%	92.0%	92.0%
	Virgin Trains East Coast CaSL	0.32%	5.1%	5.1%	5.0%
	Cross Country CaSL	0.65%	4.5%	4.2%	4.0%
	First TransPennine Express CaSL	0.73%	4.3%	4.0%	4.0%
Financial	COWD (£m)	10.00%	Targets linked to the FY2016 Budget		
	Financial Performance Measure (FPM) £m	10.00%			
Investment	Schedule Adherence	7.50%	60%	80%	100%
	Milestones - Top 10	7.50%	10 Milestones (0.75% each)		
Asset Management	Total SEU (No)	3.75%	2	3	3
	Underbridges (Sqm)	3.75%	41,475	46,083	50,691
	Total Earthworks (5 Chain Lengths)	3.75%	443	492	541
	Wire Runs (No)	3.75%	16	18	20
Satisfaction	Supplier satisfaction (MORI)	10.00%	0.76	0.80	0.84



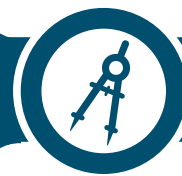


Strategic business unit measures

Infrastructure Projects continued

IP Signalling		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	10.00%	0.260	0.246	0.232
	Close calls raised	10.00%	3,978	4,680	5,382
Train performance	National Public Performance Measure (PPM)	13.00%	89.7%	90.0%	91.0%
	Cancellations & Significant Lateness (CaSL) E&W	7.00%	2.9%	2.8%	2.4%
Financial	COWD (£m)	10.00%	Targets linked to the FY16 Budget		
	Financial Performance Measure (FPM) £m	10.00%			
Investment	Schedule Adherence	7.50%	60%	80%	100%
	Milestones - Top 10	7.50%	10 milestones (0.75% each)		
Asset Management	S&C (Point Ends)	2.00%	88	98	108
	Total SEU (No)	13.00%	1,180	1,311	1,442
Satisfaction	Supplier satisfaction (MORI)	10.00%	0.76	0.80	0.84

IP Thameslink		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	10.00%	0.402	0.381	0.360
	Close calls raised	10.00%	2,226	2,619	3,012
Train performance	Southeastern PPM	4.54%	89.3%	90.5%	90.5%
	Southern PPM	1.68%	81.1%	81.1%	82.4%
	GTR PPM	6.78%	85.2%	85.7%	87.7%
	Southeastern CaSL	2.45%	2.8%	2.7%	2.5%
	Southern CaSL	0.90%	5.0%	5.0%	2.8%
Financial	COWD (£m)	10.00%	Targets linked to the FY16 Budget		
	Financial Performance Measure (FPM) £m	10.00%			
Investment	Schedule Adherence	7.50%	60%	80%	100%
	Milestones - Top 10	7.50%	10 milestones (0.75% each)		
Asset Management	Underbridges (Sqm)	15.00%	1,095	1,217	1,339
Satisfaction	Supplier satisfaction (MORI)	10.00%	0.76	0.80	0.84



Strategic business unit measures

Infrastructure Projects continued

IP Southern		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	10.00%	0.481	0.455	0.430
	Close calls raised	10.00%	5,811	6,836	7,862
Train performance	Abellio Greater Anglia PPM	1.69%	90.4%	90.4%	91.0%
	C2C PPM	0.43%	96.9%	97.0%	97.0%
	Southeastern PPM	2.35%	89.3%	90.5%	90.5%
	Southern PPM	0.87%	81.1%	81.1%	82.4%
	South West Trains PPM	2.15%	90.1%	90.6%	92.0%
	GTR PPM	3.50%	85.2%	85.7%	87.7%
	London Overground PPM	1.75%	95.1%	96.1%	96.1%
	TfL Rail PPM	0.26%	91.7%	93.3%	93.3%
	Abellio Greater Anglia CaSL	0.91%	2.5%	2.3%	2.2%
	C2C CaSL	0.23%	1.3%	1.1%	1.1%
	Southeastern CaSL	1.26%	2.8%	2.7%	2.5%
	Southern CaSL	0.47%	5.0%	5.0%	2.8%
	South West Trains CaSL	1.16%	2.7%	2.7%	2.1%
	GTR CaSL	1.89%	4.3%	3.9%	3.7%
	London Overground CaSL	0.94%	1.9%	1.8%	1.7%
	TfL Rail CaSL	0.14%	3.1%	2.1%	2.1%
Financial	COWD (£m)	10.00%	Targets linked to the FY16 Budget		
	Financial Performance Measure (FPM) £m	10.00%			
Investment	Schedule adherence	7.50%	60%	80%	100%
	Milestones - Top 10	7.50%	10 milestones (0.75% each)		
Asset Management	Underbridges (Sqm)	3.75%	16,650	18,500	20,349
	Total Earthworks (5 Chain Lengths)	3.75%	273	303	333
	Wire Runs (No)	3.75%	10	11	12
	Conductor Rail (Various)	3.75%	7	7	8
Satisfaction	Supplier satisfaction (MORI)	10.00%	0.76	0.80	0.84

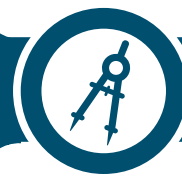


Strategic business unit measures

Infrastructure Projects continued

IP Track		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	10.00%	0.444	0.421	0.397
	Close calls raised	10.00%	1,637	1,926	2,215
Train performance	National Public Performance Measure (PPM)	13.00%	89.7%	90.0%	91.0%
	Cancellations & Significant Lateness (CaSL) E&W	7.00%	2.9%	2.8%	2.4%
Financial	COWD (£m)	10.00%	Targets linked to the FY16 Budget		
	Financial Performance Measure (FPM) £m	10.00%			
Investment	Milestones - Top 12	15.00%	12 milestones (1.25% each)		
Asset Management	Plain Line (Km)	7.50%	641	712	783
	S & C (Point Ends)	7.50%	282	313	344
Satisfaction	Supplier satisfaction (MORI)	10.00%	0.76	0.80	0.82

IP Western Wales & Crossrail		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	10.00%	0.377	0.357	0.338
	Close calls raised	10.00%	5,430	6,389	7,347
Train performance	Arriva trains Wales PPM	5.00%	92.7%	92.7%	93.2%
	First Great Western PPM	8.00%	88.9%	91.1%	91.8%
	Arriva Trains Wales CaSL	2.69%	2.7%	2.7%	2.4%
	First Great Western CaSL	4.31%	3.0%	2.3%	2.2%
Financial	COWD (£m)	10.00%	Targets linked to the FY16 Budget		
	Financial Performance Measure (FPM) £m	10.00%			
Investment	Schedule Adherence	7.50%	60%	80%	100%
	Milestones - Top 10	7.50%	10 milestones (0.75% each)		
Asset Management	Total SEU (No)	5.00%	104	116	127
	Underbridges (Sqm)	5.00%	11,520	12,800	14,080
	Total Earthworks (5 Chain Lengths)	5.00%	140	156	172
Satisfaction	Supplier satisfaction (MORI)	10.00%	0.76	0.80	0.84



Strategic business unit measures

Network Operations

Net Ops Anglia		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	5.0%	0.540	0.511	0.483
	Close calls raised	3.0%	4,102	4,688	5,274
	Close calls closed within 28 days	2.0%	40%	50%	60%
	Passenger component of Train accident Risk	5.0%	1.986	1.942	1.899
	Level Crossing Risk Indicator Model	5.0%	0.426	0.639	0.852
Train performance	Abellio Greater Anglia PPM	4.9%	90.4%	90.4%	91.0%
	C2C PPM	1.2%	96.9%	97.0%	97.0%
	London Overground PPM	5.1%	95.1%	96.1%	96.1%
	TfL Rail PPM	0.8%	91.7%	93.3%	93.3%
	Abellio Greater Anglia CaSL	2.5%	2.5%	2.3%	2.2%
	C2C CaSL	0.6%	1.3%	1.1%	1.1%
	London Overground CaSL	2.5%	1.9%	1.8%	1.7%
	TfL Rail CaSL	0.4%	3.1%	2.1%	2.1%
Financial Performance	Freight Delivery Metric	2.0%	92.5%	94.5%	95.0%
	Financial Performance Measure (FPM) - excluding enhancements (£m)	15.0%	£(10)m	0	£10m
Investment (Investing in the railway)	Financial Performance Measure (FPM) - enhancements only (£m)	5.0%	£(2)m	0	£2m
	Key milestones of top enhancement projects	5.0%	3 milestones (1.67% each)		
Asset Management	% of Grip 3 & 6 milestones achieved	5.0%	60%	80%	100%
	Composite Reliability index	7.5%	9.6%	9.6%	13.3%
	Track plain line (Track Km)	3.3%	95	105	116
	Track S&C (Point Ends)	1.8%	85	94	103
	Underbridges (m2)	1.2%	6,022	6,691	7,360
	Earthworks (5 chain)	0.6%	153	170	187
	OLE re-wire and mid life refurb (Wire runs)	0.6%	10	11	12
Satisfaction	Customer satisfaction	5.0%	3.69	3.88	4.07
	Passenger satisfaction	5.0%	81.0%	83.3%	86%
	Lineside Neighbours Survey	5.0%	52.0%	53.0%	55.0%



Strategic business unit measures

Network Operations continued

Net Ops HQ		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	5.0%	0.540	0.511	0.483
	Close calls raised	3.0%	49,000	56,000	63,000
	Close calls closeout percentage	2.0%	40%	50%	60%
	Passenger component of Train accident Risk	5.0%	1.986	1.942	1.899
	Level Crossing Risk Indicator Model	5.0%	1.262	1.893	2.524
Train performance	National Public Performance Measure	12.0%	89.7%	90.0%	91.0%
	Cancellations & Significant Lateness (CaSL) E&W	6.0%	2.9%	2.8%	2.4%
	Freight Delivery Metric	2.0%	92.5%	94.5%	95.0%
Financial Performance	Financial Performance Measure (FPM) - excluding enhancements (£m)	15.0%	£(122) m	0	£122m
	Financial Performance Measure (FPM) - enhancements only (£m)	5.0%	£(28)m	0	28m
Investment (Investing in the railway)	Key milestones of top enhancement projects	5.0%	6	8	10
	% of Grip 3 & 6 milestones achieved	5.0%	60%	80%	100%
Asset Management	Composite Reliability Index	7.5%	7.5%	8.4%	9.3%
	Track plain line (Track Km)	2.4%	1,256	1,396	1,535
	Track S&C (Point Ends)	1.0%	901	1,001	1,101
	Signalling (SEUs)	2.3%	1,281	1,424	1,566
	Underbridges (m2)	1.0%	119,460	132,733	146,007
	Earthworks (5 chain)	0.6%	3,458	3,842	4,226
	OLE re-wire and mid life refurb (Wire runs)	0.1%	49	54	59
	Conductor rail (Km)	0.1%	23	25	28
Satisfaction	Customer Satisfaction	5.0%	3.15	3.32	3.49
	Passenger Satisfaction	5.0%	81.0%	83.3%	86.0%
	Lineside Neighbours Survey	5.0%	52.0%	53.0%	55.0%



Strategic business unit measures

Network Operations continued

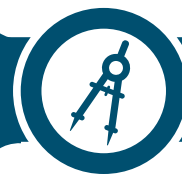
Net Ops LNE & EM		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	5.0%	0.540	0.511	0.483
	Close calls raised	3.0%	11,340	12,960	14,580
	Close calls closed within 28 days	2.0%	40%	50%	60%
	Passenger component of Train accident Risk	5.0%	1.986	1.942	1.899
	Level Crossing Risk Indicator Model	5.0%	0.331	0.496	0.662
Train performance	Virgin Trains East Coast PPM	0.5%	86.5%	86.5%	87.0%
	East Midlands Trains PPM	1.6%	92.1%	92.8%	93.3%
	First TransPennine Express PPM	1.2%	88.6%	90.5%	92.2%
	Northern PPM	8.7%	90.9%	91.5%	92.9%
	Virgin Trains East Coast CaSL	0.3%	5.1%	5.1%	5.0%
	East Midlands Trains CaSL	0.8%	2.1%	2.1%	2.1%
	First TransPennine Express CaSL	06.6%	4.3%	4.0%	4.0%
	Northern CaSL	4.3%	1.8%	1.7%	1.6%
Financial Performance	Freight Delivery Metric	2.0%	92.5%	94.5%	95.0%
	Financial Performance Measure (FPM) - excluding enhancements (£m)	15.0%	£(24)m	0	£24m
	Financial Performance Measure (FPM) - enhancements only (£m)	5.0%	£(3)m	0	£3m
Investment (Investing in the railway)	Key milestones of top enhancement projects	5.0%	10 milestones (0.5% each)		
	% of Grip 3 & 6 milestones achieved	5.0%	60%	80%	100%
Asset Management	Composite Reliability Index	7.5%	4.7%	5.4%	8.5%
	Track Plain Line (Track Km)	2.8%	451	501	551
	Track S&C (Point Ends)	1.1%	347	385	424
	Signalling (SEUs)	2.1%	224	249	274
	Underbridges (m2)	1.2%	55,153	61,281	67,409
	Earthworks (5 chain)	0.2%	351	390	429
	OLE re-wire and mid life refurb (Wire runs)	0.1%	16	18	20
Satisfaction	Customer Satisfaction	5.0%	3.19	3.36	3.53
	Passenger Satisfaction	5.0%	81.0%	83.3%	86.0%
	Lineside Neighbours Survey	5.0%	52.0%	53.0%	55.0%



Strategic business unit measures

Network Operations continued

Net Ops LNW		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	5.0%	0.540	0.511	0.483
	Close calls raised	3.0%	11,763	13,444	15,124
	Close calls closed within 28 days	2.0%	40%	50%	60%
	Passenger component of Train accident Risk	5.0%	1.986	1.942	1.899
	Level Crossing Risk Indicator Model	5.0%	0.240	0.360	0.481
Train performance	Chiltern Railways PPM	1.9%	94.9%	94.9%	94.9%
	London Midland PPM	5.8%	88.0%	88.2%	88.7%
	Merseyrail PPM	2.9%	95.6%	96.0%	96.2%
	Virgin Trains West Coast PPM	1.4%	84.8%	86.2%	86.2%
	Chiltern Railways CaSL	0.9%	1.6%	1.4%	1.4%
	London Midland CaSL	2.9%	2.8%	2.6%	2.5%
	Merseyrail CaSL	1.4%	2.0%	2.0%	1.9%
	Virgin Trains West Coast CaSL	0.7%	5.0%	3.8%	3.8%
	Freight Delivery Metric	2.0%	92.5%	94.5%	95.0%
	Financial Performance Measure (FPM) - excluding enhancements (£m)	15.0%	£(27)m	0	£27m
Financial Performance	Financial Performance Measure (FPM) - enhancements only (£m)	5.0%	£(6)m	0	£6m
	Key milestones of top enhancement projects	5.0%	9 milestones (0.45% each)		
Investment (Investing in the railway)	% of Grip 3 & 6 milestones achieved	5.0%	60%	80%	100%
	Composite Reliability Index	7.5%	7.8%	7.8%	8.2%
Asset Management	Track Plain Line (Track Km)	3.0%	352	391	430
	Track S&C (Point Ends)	0.5%	139	154	170
	Signalling (SEUs)	2.3%	603	670	738
	Underbridges (m2)	0.8%	30,327	33,697	37,067
	Earthworks (5 chain)	0.8%	1,131	1,257	1,383
	OLE re-wire and mid life refurb (Wire runs)	0.1%	2	2	2
	Customer Satisfaction	5.0%	3.33	3.51	3.69
	Passenger Satisfaction	5.0%	81.0%	83.3%	86.0%
Satisfaction	Lineside Neighbours Survey	5.0%	52.0%	53.0%	55.0%



Strategic business unit measures

Network Operations continued

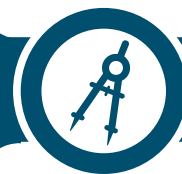
Net Ops South East		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	5.0%	0.540	0.511	0.483
	Close calls raised	3.0%	5,038	5,758	6,478
	Close calls closed within 28 days	2.0%	40%	50%	60%
	Passenger component of Train accident Risk	5.0%	1.986	1.942	1.899
	Level Crossing Risk Indicator Model	5.0%	0.200	0.300	0.400
Train performance	Southeastern PPM	4.2%	89.3%	90.5%	90.5%
	Govia Thameslink Railway PPM	6.3%	85.2%	85.7%	87.7%
	Southern PPM	1.6%	81.1%	81.1%	82.4%
	Southeastern CaSL	2.1%	2.8%	2.7%	2.5%
	Govia Thameslink Railway CaSL	3.1%	4.3%	3.9%	3.7%
	Southern CaSL	0.8%	5.0%	5.0%	2.8%
	Freight Delivery Metric	2.0%	92.5%	94.5%	95.0%
Financial Performance	Financial Performance Measure (FPM) - excluding enhancements (£m)	15.0%	£(18)m	0	£18m
	Financial Performance Measure (FPM) - enhancements only (£m)	5.0%	£(5)m	0	£5m
Investment (Investing in the railway)	Key milestones of top enhancement projects	5.0%	15 milestones (0.33% each)		
	% of Grip 3 & 6 milestones achieved	5.0%	60%	80%	100%
Asset Management	Composite Reliability Index	7.5%	1.7%	1.7%	5.4%
	Track Plain Line (Track Km)	1.9%	119	132	145
	Track S&C (Point Ends)	1.5%	162	180	198
	Signalling (SEUs)	2.1%	302	336	369
	Underbridges (m2)	1.1%	6,404	7,116	7,827
	Earthworks (5 chain)	0.8%	267	297	327
	Conductor rail (Km)	0.1%	22	24	27
Satisfaction	Customer Satisfaction	5.0%	3.22	3.38	3.54
	Passenger Satisfaction	5.0%	81.0%	83.3%	86.0%
	Lineside Neighbours Survey	5.0%	52.0%	53.0%	55.0%



Strategic business unit measures

Network Operations continued

Net Ops Western		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	5.0%	0.540	0.511	0.483
	Close calls raised	3.0%	4,584	5,239	5,894
	Close calls closed within 28 days	2.0%	40%	50%	60%
	Passenger component of Train accident Risk	5.0%	1.986	1.942	1.899
	Level Crossing Risk Indicator Model	5.0%	0.089	0.133	0.177
Train performance	First Great Western PPM	12.0%	88.9%	91.1%	91.8%
	First Great Western CaSL	6.0%	3.0%	2.3%	2.2%
	Freight Delivery Metric	2.0%	92.5%	94.5%	95.0%
Financial Performance	Financial Performance Measure (FPM) - excluding enhancements (£m)	15.0%	£(12)m	0	£12m
	Financial Performance Measure (FPM) - enhancements only (£m)	5.0%	£(7)m	0	£7m
Investment (Investing in the railway)	Key milestones of top enhancement projects	5.0%	8 milestones (0.63% each)		
	% of Grip 3 & 6 milestones achieved	5.0%	60%	80%	100%
Asset Management	Composite Reliability Index	7.5%	5.1%	5.1%	5.1%
	Track Plain Line (Track Km)	2.0%	89	99	109
	Track S&C (Point Ends)	1.3%	70	78	86
	Signalling (SEUs)	2.1%	319	354	390
	Underbridges (m2)	0.7%	7,748	8,609	9,470
	Earthworks (5 chain)	1.4%	859	955	1,051
	OLE re-wire and mid life refurb (Wire runs)	0.0%	0	0	0
	Conductor rail (Km)	0.0%	0	0	0
Satisfaction	Customer Satisfaction	5.0%	3.42	3.60	3.78
	Passenger Satisfaction	5.0%	81.0%	83.3%	86.0%
	Lineside Neighbours Survey	5.0%	52.0%	53.0%	55.0%



Strategic business unit measures

Network Operations continued

Net Ops Wales		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	5.0%	0.540	0.511	0.483
	Close calls raised	3.0%	3,167	3,620	4,072
	Close calls closed within 28 days	2.0%	40%	50%	60%
	Passenger component of Train accident Risk	5.0%	1.986	1.942	1.899
	Level Crossing Risk Indicator Model	5.0%	0.078	1.188	0.157
Train performance	Arriva Trains Wales PPM	12.0%	92.7%	92.7%	93.2%
	Arriva Trains Wales CaSL	6.0%	2.7%	2.7%	2.4%
	Freight Delivery Metric	2.0%	92.5%	94.5%	95.0%
Financial Performance	Financial Performance Measure (FPM) - excluding enhancements (£m)	15.0%	£(6)m	0	£6m
	Financial Performance Measure (FPM) - enhancements only (£m)	5.0%	£(1)m	0	£1m
Investment (Investing in the railway)	Key milestones of top enhancement projects	5.0%	6 milestones (0.83% each)		
	% of Grip 3 & 6 milestones achieved	5.0%	60%	80%	100%
Asset Management	Composite Reliability Index	7.5%	-4.1%	6.2%	10.0%
	Track Plain Line (Track Km)	1.9%	94	105	115
	Track S&C (Point Ends)	1.1%	90	100	110
	Signalling (SEUs)	2.9%	89	99	109
	Underbridges (m2)	1.0%	9,419	10,466	11,513
	Earthworks (5 chain)	0.6%	505	561	617
Satisfaction	Customer Satisfaction	5.0%	3.53	3.72	3.91
	Passenger Satisfaction	5.0%	81.0%	83.3%	86.0%
	Lineside Neighbours Survey	5.0%	52.0%	53.0%	55.0%



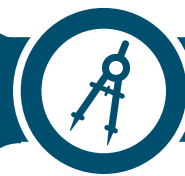
Strategic business unit measures

Network Operations continued

Net Ops Wessex		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Reduction in Lost Time Injury Frequency Rate	5.0%	0.540	0.511	0.483
	Close calls raised	3.0%	3,340	3,817	4,294
	Close calls closed within 28 days	2.0%	40%	50%	60%
	Passenger component of Train accident Risk	5.0%	1.986	1.942	1.899
	Level Crossing Risk Indicator Model	5.0%	0.121	0.118	0.242
Train performance	South West Trains PPM	12.0%	90.1%	90.6%	92.0%
	South West Trains CaSL	6.0%	2.7%	2.7%	2.1%
	Freight Delivery Metric	2.0%	92.5%	94.5%	95.0%
Financial Performance	Financial Performance Measure (FPM) - excluding enhancements (£m)	15.0%	£(10)m	0	£10m
	Financial Performance Measure (FPM) - enhancements only (£m)	5.0%	£(.5)m	0	£.5m
Investment (Investing in the railway)	Key milestones of top enhancement projects	5.0%	3 milestones (1.67% each)		
	% of Grip 3 & 6 milestones achieved	5.0%	60%	80%	100%
Asset Management	Composite Reliability Index	7.5%	15.5%	15.5%	22.2%
	Track Plain Line (Track Km)	2.0%	108	120	132
	Track S&C (Point Ends)	1.5%	101	112	123
	Underbridges (m2)	1.1%	8,287	9,208	10,129
	Earthworks (5 chain)	0.8%	128	142	156
	Conductor rail (Km)	0.2%	11	13	14
Satisfaction	Customer Satisfaction	5.0%	3.46	3.64	3.82
	Passenger Satisfaction	5.0%	81.0%	83.3%	86.0%
	Lineside Neighbours Survey	5.0%	52.0%	53.0%	55.0%

High Speed		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	High Speed Close Calls Closeout Percentage	10.0%	40%	50%	60%
Train Performance	IM Responsible Seconds Delay per train on HS1	20.0%	5.67	5.50	5.34
Financial Performance	Achievement of Network Rail High Speed Profit (£m)	20.0%	6.54	6.74	6.94
Investment	Retail Income (£m)	10.0%	20.37	21.09	21.82
Asset Management	Severity 1 and 2 faults	10.0%	249	241	234
Satisfaction	Customer Satisfaction - Eurostar	10.0%	3.90%	4.00%	4.10%

* 20% of High Speed weighting from South East Route Outturn.



Strategic business unit measures

Group Digital Railway.

Group Digital Railway (GDR)		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Work related Absence	5.0%	34	29	24
	% Close Calls closed within 28 days	5.0%	40%	50%	60%
	GDR Health, Safety & Wellbeing Plan Milestones	10.0%	4	6	8
Train Performance	Number of train delay minutes attributable to Telecoms failures.	10.0%	112,855	102,595	92,336
Financial Outperformance	Total Efficiency Generated (£m)	15.0%	-6.2	0	6.2
Investment	GDR Milestones	15.0%	28	33	36
	Capability Delivered (£m)	10.0%	To be communicated locally		
Asset Management	Number of Telecoms Service Affectin Failures (SAF)	5.0%	3,397	3,088	2,779
	Telecoms renewals volumes	5.0%	566	629	692
	Asset Information data collection services - % performance against required measurement of assets	5.0%	85%	92%	100%
Satisfaction	Service Availability - % performance of eleven key DR services	5.0%	90.0%	93.4%	97.0%
	Your Voice "Pulse" Survey - Employee % satisfaction	10.0%	71%	76%	81%

National Supply Chain

National Supply Chain		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
We are serious about safety	Close calls raised	5.0%	570	600	630
	Close calls closed within 28 days	7.5%	40%	50%	60%
	Lost Time Incident Frequency Rate	12.5%	0.397	0.382	0.367
We provide a reliable service to Network Rail	NSC Service Performance	15.0%	95.85%	96.45%	97.00%
	NSC Corporate Performance	15.0%	83.53%	85.53%	87.53%
	High Output - Volume achieved from renewals plan	5.0%	85.00%	88.90%	90.00%
We add financial value to NR	Net Opex (£m)	20.0%	2.0	2.3	2.6
We collaborate with our suppliers	Supplier satisfaction	5.0%	71%	73%	75%
	Contracts and procurement	5.0%	5%	6%	7%
We focus on the customer	Customer Satisfaction	5.0%	53%	54%	55%
We develop and value our employees	Our People	5.0%	90%	95%	100%



Strategic business unit measures

Property

Property		Weighting	Minimum Performance Level	Target Performance Level	Maximum Performance Level
Safety	Close calls closed within 28 days.	10%	60%	70%	90%
	Safety Improvement - Achieve target % of programme milestones.	10%	80%	90%	100%
Financial Performance Measure	Exceeded FPM target.	35%	249,240	276,933	304,626
	Renewals - Spend renewals capex in line with scope & price of approved budget (exclude phasing variance).	5%	-1.2	0	1.2
Asset Management	Inspections - Achieve target % of programme milestones	10%	90%	95%	100%
Satisfaction	External customers - Improve external customer scores year on year.	15%	3.71	3.90	4.10
	Internal customers - Maintain internal customer scores year on year.	15%	3.71	3.87	4.10

* Financial performance metrics linked to FPM

* The Safety Conversation measure is a measure of the volume (to be recorded through the Network Rail safety conversation capture process) of 'safety conversations' held by NCB people and engineers as part of improving safety and standards through the provision of independent conformance assessment during the year. (This measure is reliant on the introduction of the Network Rail safety conversation capturing tool and will be calculated on a pro-rata basis when this is available).



* The Scheme has been prepared so that it complies with Condition 16 of Network Rail's network licence, and is aligned with the Incentive Policy referred to in the Articles of Association of Network Rail. This document provides the framework and rules for the operation of the Scheme for the financial year 2015-16.