



## A message from our chief executive, Mark Carne CBE

**Our role is to provide Britain with a safe, reliable, efficient and growing railway. While I can say that on all counts we can point to significant successes in the last year, more recent events have also highlighted that there is much more to do.**

We have continued our relentless commitment to safety, and getting everyone home safe, every day, whether employees, passengers or the public. Train accident risk, level crossing risk and workforce risk are all at record low levels and we operate the safest major rail network in Europe. We never take such achievements for granted, quite the opposite. We strive everyday to find better ways of delivering improvements. For example, this year saw the launch of our Small Talk Saves Lives campaign in collaboration with Samaritans. This campaign is the first of its type on the railway and encourages the general public to support those who may be in emotional crisis around them on the rail network. It impacts hundreds of communities and countless Network Rail staff across the UK and I have been overwhelmed by the positive response that this campaign has received so far.

Sadly, however, in June 2018 a young man died while working at a station site in Scotland. Our deepest sympathies are with his family, friends and colleagues at this time. A full investigation into how this tragedy happened has been initiated; we are determined to harness the insights from this to help make our safety culture stronger, for employees, passengers and the public.

Following the publication of 'Delivering for our Customers' in July 2016, Network Rail continues to transform in order to better deliver for our customers. We were pleased to publish the 'Open for Business' pipeline in March this year. This invites third parties to fund and deliver projects on the railway. We are opening our doors, welcoming challenge and innovation.

Another major transformation milestone this year has been the formation of an additional five route supervisory boards. These boards provide independent oversight of the way track and train work together in the interests of passengers. They have now been formed for six of our eight geographical routes, with the remaining boards to be in place during 2018.

Over the last few years we have been busy delivering the biggest railway upgrade since Victorian times. Many of these projects are now coming to fruition and passengers, around the country, are finally experiencing the benefits. This year we finished the Ordsall Chord as part of the Great North Rail project, reducing congestion at Manchester Piccadilly and allowing more trains to run across the north of England. We completed the electrification of the Edinburgh-Glasgow Improvement Programme that will bring faster, longer and more reliable trains to Scottish towns and cities. We transformed and reopened London Bridge station, creating a bigger and better station for passengers as part of the Thameslink Programme. And we have continued to make great progress on the huge Great Western and Great North electrification programmes, which will usher in faster journeys, more capacity and wonderful new trains at the end of this year. New services require new timetables, new trains, more drivers and a high level of integrated thinking across the railway. In the May 2018 timetable change, the industry did not account for itself well and many passengers were left deeply frustrated, particularly in Northern and GTR, at the poor standards of performance. Collectively, the industry knows that it must do much better than this and we are working together to ensure the future changes to the timetable run more smoothly.

We are now very different to the Network Rail of just five years ago. It is this transformation that gives us the confidence to set out the ambitious goals we have laid out in our plans for the next five year control period (CP6), which begins in April 2019.

In February this year we submitted our Strategic Business Plan for a better railway for a better Britain to the Office of Rail and Road (ORR) for years 2019-2024. These plans reflect that safety is of paramount importance to Network Rail. We have also committed to increasing the reliability of our infrastructure, building on the 16% improvement achieved

## Chief executive's review continued

in the last four years, revolutionising the way we measure and deliver train punctuality. We will spend and deliver efficiently and there will be a major focus on Digital Railway and securing third party funding so that the taxpayer is no longer solely relied on to maintain and upgrade our infrastructure. We will also continue to lead the way in making the rail industry more diverse and inclusive, attracting people who think differently to make Network Rail an even better place to work. Great people and great teams are what we want to be recognised for.

Our CP6 plans have built on the foundations of reform that we have put in place over the last few years. Network Rail is now a federation of devolved businesses. Each route has developed their own plan and consulted with their own customers and stakeholders to shape it. They have been built 'from the ground up' by local engineers who understand their assets and they will be managed and delivered by local teams. This is a fundamental change, with those closest to passengers accountable for performance.

CP6 will mark the tipping point in the evolution of our rail network, as Digital Railway starts to become a reality. This technology is already being utilised in parts of the network. In March the first mainline passenger train operating on digital railway technology took its inaugural journey through the Thameslink Core between St Pancras and Blackfriars.

Earlier this year I announced my departure from Network Rail and Andrew Haines OBE will take over from me as chief executive in the autumn to take us into the next control period and I wish Andrew every success. I feel proud of what we have achieved and the transformation that Network Rail has undergone. None of it would have been possible without the hard work and dedication I see everyday from the railway family. I would like to extend my thanks to all of you.



**Mark Carne CBE, chief executive**

27 June 2018

### National scorecards during CP5 2014 - 2018

