



John Larkinson
Chief Executive
Office of Rail and Road
One Kemble Street
London
WC2B 4AN

Andrew Haines
Chief Executive
Network Rail Infrastructure Ltd
Waterloo Station General Offices
Walker Suite
London
SE1 8SW

15 February 2019

Dear John,

Response to the Provisional Order

I am writing to you to provide our report in response to your Provisional Order, served on 28th November 2018, relating to Network Rail's performance management capability and, in particular, the approach and commitment to performance planning and the capability to recover from incidents.

As you are aware, delivering the best possible service to passengers and freight users is my top priority – and this means delivering better operational performance. I fully understand the context for the Provisional Order. Our improvement plans are informed by the independent reviews you refer to, and the review of common learning that was commissioned by NTF has helped to identify and broadcast themes with wider relevance.

This report sets out our assessment of the key underlying causes of the deterioration in performance, including factors that are not readily identified or quantified in the industry's routine analysis of primary causes of delay. The continuing growth in demand has increased the congestion on the network and made the railway harder to operate. At the same time, the level of operational expertise in the industry has declined.

Our report sets out a range of activity that recognises the wide scope of influences on the system outcome that is operational performance, and is broader than the specific issues raised in your Provisional Order. Our development of the Performance Management System is at the heart of our plans. It will provide clarity on all the components of delivering good performance and a process for measuring the maturity of each component and will establish leading indicators.

Much more effort is now being focused on understanding the causes of reactionary delay and sub-threshold delays, which account for such a large proportion of the total. Through detailed analysis of operations, we will find ways of doing lots of small things better and get back to consistent delivery of the operational basics.

I am encouraged by the support expressed for this approach by industry colleagues at NTF and elsewhere. We are in the process of arranging the first in a series of performance review meetings with TOC Owing Group involvement to bring real challenge and collaboration to local performance plans. There is a great deal of hard work to do, and it is critical that all parts of the industry play their part.



The report sets out the elements of a plan to deliver sustainable long-term performance improvements. It describes a continuous improvement vision, not a set of short-term action plans.

I hope that this report, and the ongoing activity that it describes, provides you with the assurance you need that we are utterly committed to driving performance throughout CP6 and beyond. I look forward to further discussion with you and your colleagues on how you can most effectively monitor delivery of the changes we have set out.

Yours sincerely,

Andrew Haines
Chief Executive