NetworkRail

Transparency Strategy

"We will become an open and accessible organisation which understands, and helps others to understand, the issues shaping the future of the railway."

A better railway for a better Britain

"Our journey towards a more transparent and open culture is well underway - and this must continue. Transparency plays a crucial role in making us more accountable, and will drive better decision making internally."

Mark Carne, Chief Executive

What is transparency?

There is no single definition of "transparency". We think it's about being a more open, honest and accessible company in as many ways as we can. We know that being transparent will help us achieve our Control Period 5 (CP5) objectives. That's why it's one of our strategic themes for the next five years.

In September 2014 we were reclassified as a public sector organisation. We know that because of this people will expect us to be more transparent as a matter of course. So we'll need to work harder to exceed their expectations. And from April 2015 we'll be subject to the Freedom of Information Act. This will be a big change for us, but it will be easier because of the work we've already done to make ourselves more open. And we think it will enhance our wider transparency agenda.

Creating the right culture will enable us to deliver our commitments on transparency, and our statutory requirements under freedom of information. But we don't think transparency should be a standalone initiative – we want to weave it into everything we do.

So, our company behaviours – customer driven, accountable, collaborative and challenging – have transparency running right through them:

- We can be **customer driven** by working with others to make sure they have the information they need. Or by being frank with them in difficult situations where we have to give bad news, improving our credibility and our reputation
- We can become more **accountable** by explaining the reasons for our decisions to others. Or by taking visible ownership of issues, not keeping our heads down
- And we can be **challenging** by being open to change, encouraging others to do the same and by reminding everyone to keep transparency in mind whatever they are doing
- We can encourage **collaborative** working by sharing information and knowledge freely without being asked. This will reduce duplication and increase efficiency.

Our open culture work stream, described later in this document, will ensure that we make the right links between transparency and other important areas of our work, including safety. We will do this by encouraging our people to think about what transparency means to them, and help them identify the benefits it will bring – to each of them, their teams, and the wider company.

By doing these things, we will become more open, honest and accessible. People outside Network Rail will notice that:

- Without being asked, we publish relevant information which increases understanding of our company, our work and our role in the wider rail industry
- We get better at handling correspondence and from April 2015 we respond to requests for information within 20 working days
- We make more raw data available for developers to use when they build apps and websites
- We work closely with our partners to increase transparency for the whole industry, to the benefit of passengers and the public.

There might be occasions when we can't – for whatever reason – be as open as we want to be. On these occasions, we will be honest and say why this is the case.

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What are the benefits?

The railway is once again at the heart of the debate about the future of our country. This brings with it both challenges and opportunities. Amongst them is the need for us to evolve into a more responsible, accountable and open organisation. By changing in this way, we can help ensure that public debate is as wide ranging and well informed as possible.

We fundamentally believe that transparency is integral to us building a better railway for a better Britain. It is a key part of the working culture we want to develop to become a trusted leader. If all of our people embrace it we will get better at identifying efficiencies, finding new ways of working and being more accountable. And it will help us achieve the stretching objectives in our CP5 business plan.

The outside world has a right to know what we do, how and why we make our decisions, and how we spend the public money we receive. Better understanding of these things will make us more accountable. The scrutiny that follows will improve the quality of our decisions. And lead to better results for everyone with an interest in us and the rail infrastructure we are privileged to own, operate, maintain, renew and improve.

Who do we want to be transparent for?

We want to be viewed as transparent by anyone who has any contact with us. From passengers in our managed stations to the train operators who use our network. From the contractors we work with on our projects to the suppliers we rely on to provide us with goods and services. And from the government which funds us to the regulator who monitors our delivery of our commitments. All are entitled to expect us to be an open organisation in everything we do.

And if we are, these and other groups will be able to scrutinise what we do more effectively. This will improve the quality of our decision-making and make us better at what we do, to the benefit of absolutely everyone who depends on Network Rail, wherever they are.
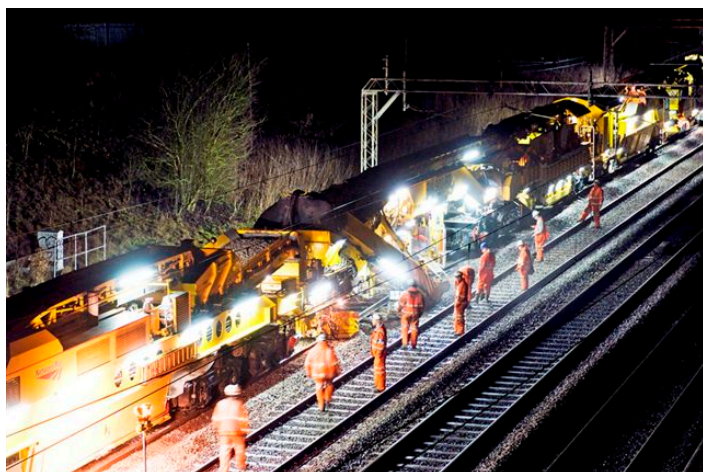
Our transparency vision

"To be respected for our openness, honesty and accessibility, and to set the standard for transparency."

Objectives

By embracing transparency across the company and making it integral to how we work, we hope to:

- Improve the quality of the decisions we make and become more accountable for them
- Increase our ability to work in more innovative and efficient ways
- Reduce overlap and duplication and help make our processes more efficient
- Improve the quality and reliability of our information and data, allowing us to use it more effectively.

And outside the company, we want to:

- Improve public, passenger, customer and stakeholder understanding of our role in the rail industry, the challenges we face and what we're doing to meet them
- Make it easier for these groups to enter into debate with us and hold us to account in a way that suits them
- Improve the ability of our regulator and the government to scrutinise what we do and how
- Get more people involved in our big decisions so that they understand and have the opportunity to improve the quality of them
- Make it easier for passengers to work out how to get from A to B, and improve public choice and unlock economic benefits by allowing people to use our data in other ways
- Take the lead in making the rail industry more open and accessible, giving passengers access to information they want or need.
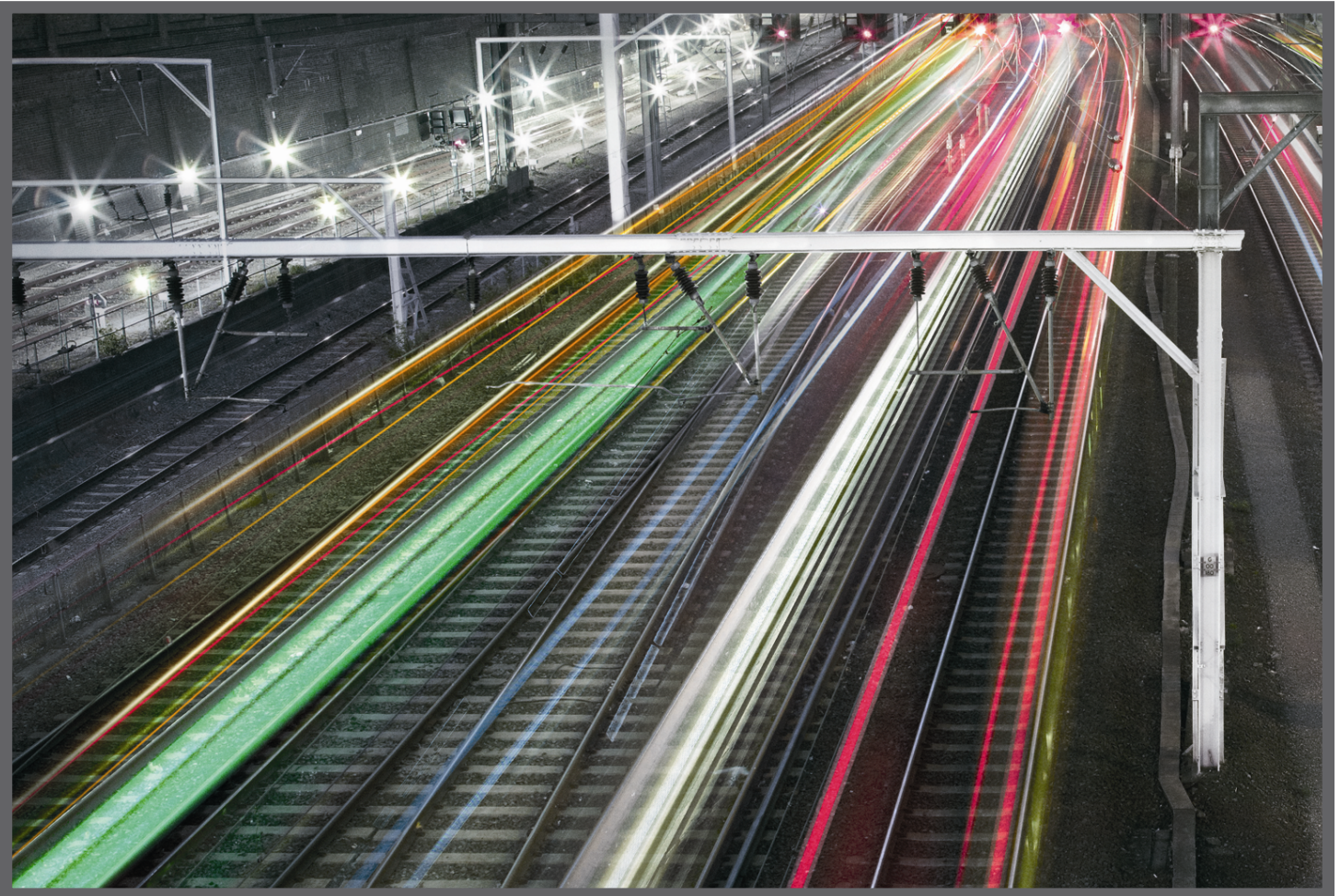
Key outcomes

By 2014, we want transparency to be at the heart of how we deliver in key areas for the company and the wider rail industry.

By 2019, we want to be seen as an open and accessible organisation that understands, and helps others to understand the issues shaping the future of the railway.

By 2029, we want to be a trusted leader in the industry.

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Guiding principles

In addition to our four company behaviours we will be guided by the following:

Joining up

We want transparency to be part of everything we do, not a stand alone initiative. So we'll work harder to share things internally. And when we publish for the outside world we'll include as much context as we can. This will make it clear what we're doing, how we're doing it and why.

Engagement

To make what we do as relevant, helpful and informative as it can be, we will listen and act on the feedback people give us. And we'll actively look for opportunities to get passengers or the public involved in what we're doing.

Improvement

We'll always seek to do more, never claiming we are "transparent enough". We will learn from people who are already excelling in transparency. And we'll challenge ourselves to set the standard.

Ownership

Where others publish or use information we have produced, we'll ask them to attribute it to us, or otherwise publish it ourselves.

Accessibility

We'll use plain English and do all we can to make our information easier to find, easier to understand and easier to use.

The approach we will take

People tend to think of transparency as primarily about putting information and data into the public domain. We will continue to publish information to improve understanding of Network Rail and the challenges we face, to make ourselves more accountable, and to meet requests from our stakeholders. But the bigger prize is in doing a range of things differently to become more open, more accessible and more transparent in everything we do within Network Rail.

Proactive publication of information

We have proactively published over 50 categories of information since the launch of the transparency section on our website in June 2012. Some were suggested to us, others were the subject of requests to us and to other organisations. And some we chose because they are linked to issues of wider public interest.

We'll continue to use these criteria to generate ideas for additional categories of information in the future. We'll also look at what has been used the most. And we'll work with our Contact & Communities team, who are the first point of contact for the public, to make sure we're thinking about the amount of contact we've had on particular topics.

Judged by the number of unique page hits, information relating to the operation of rail services – as distinct, for instance, from the management of the network or how we work as a company – has been extremely popular. Information about the budget and costs of high profile projects and level crossing risk data has also had significant interest, while our policies – for instance on data protection and business expenses & travel have proved less popular.

We will continue to monitor take up as another way of informing decisions on future publication. We'll review this on a yearly basis and if the information we publish isn't being read we'll work to make it more accessible. If it's already easy to access but people don't find it useful or interesting then we'll stop publishing it. So that we're only publishing information which is of real value to the outside world.

Over the course of CP5, we will:

- Publish at least 20 new categories of information in 2014-15, tapering to 5 in 2018-19
- Work with train operators and others through the Rail Delivery Group transparency sub group to publish information and data on a whole industry basis
- Improve our benchmarking and how we seek views on content, including through our external transparency challenge panel

- Simplify our website to improve the accessibility of the information and data on it
- Provide better context for users by linking all published information to relevant content on our and other websites where possible
- Refine our understanding of the audiences for our information, including a better understanding of what passengers want or need to know about us.

Handling our correspondence

Thousands of people each year ask questions, make complaints, or make requests for specific information about our company, our work, or something particular which has affected them. Quite often our handling of their query will be the only experience upon which they will base their opinion of us. And our response affects our credentials as a responsible, accountable and open organisation. It's important that everyone who takes the time to get in touch with us receives a timely, relevant and accurate response in return.

In common with many organisations, we distinguish between requests for information and other types of correspondence. We recognise that people outside Network Rail quite often don't. Which is why we will work to improve how we handle every query when it comes in. We'll identify the area of the business responsible for drafting a response quickly. And we'll work with one another inside the company to ensure it is the best it can be.

From April 2015 we will be subject to the Freedom of Information Act. So we have begun preparing ourselves to respond to requests for information on a formal basis, and to make sure that once subject we can do so within 20 working days.

Over the course of CP5, we will:

- Put in place a more reliable system for managing all correspondence, including better guidance and more clarity on who is responsible for doing what
- Establish better links between the handling of requests and general correspondence to improve the ultimate outcome for the enquirer
- Become a public authority under the Freedom of Information Act .

Between April and September 2014 we received 179 requests for information as part of our voluntary request handling scheme. We answered 84% of them within 20 working days.

Opening up our data

We generate an enormous amount of data on a daily basis. Whether for monitoring the condition of our assets, managing the movement of trains across the network, or delivering complex infrastructure projects, it is central to everything we do. But we understand that some of this data can have uses outside the company.

In June 2012 we opened up a range of data feeds from our operational systems. This allowed a range of skilled people to develop websites and apps showing what's happening on the network at any given time. We added to the feeds in 2013, and plan to do so again in 2014.

We've seen and appreciate the very real value of releasing data in its most raw forms. Whether that's for a passenger trying to get from A to B, the economy or our people. That is why we will seek opportunities to make even more real-time and static data available over the life of this strategy.

We will:

- Add progressively more datasets about the running of the operational railway to our data feeds wiki
- Work with the developer community to understand what data they would find useful and in what formats
- Showcase the benefits of open data and promote the work of those who use what we make available, including by holding open data events
- Publish datasets about our assets as the Offering Rail Better Information Systems (ORBIS) programme makes them available to us and our delivery partners
- Make sure our open data work is aligned with central government's.

Using our open data

One year after they were launched, our data feeds have a consistent user base of over 200, and are being used in a range of exciting and interesting initiatives. These include the Live Public Performance Measure web app, which presents real time network performance information and is used extensively in and outside the rail industry. Raildar.co.uk features live departure boards for every station on the network and an interactive train position map alongside a wider range of performance statistics. And the CityMapper app combines our timetable and running data with that of other transport providers to allow passengers to plan journeys and give them up to the minute travel information while they're on the move.

A more open culture

Transparency initiatives tend to be outward-facing, focussing on perceptions and accountability outside an organisation. Quite often the benefits are short-lived. Once the immediate pressure for greater transparency has passed, the organisation will be unable or unwilling to keep doing the things which led it to promote transparency in the first place. We don't want to fall into that trap. Our success as a company is intrinsically linked to embedding transparent behaviour at all levels. And we want to make it part of everything we do.

This starts with our company behaviours: customer driven, accountable, collaborative and challenging. Running through each of these are key transparency themes like openness and honesty, between us and with the outside world. Being more open and honest will improve the decisions we make, the quality of our interactions with one another and with our customers and suppliers. If we openly discuss disappointing performance, or instances in which things haven't quite gone as we expect, it will make identifying opportunities to get better that much easier.

An open culture also rests on the availability of information and data, particularly in critical areas. We have made vast strides in identifying and managing our key asset data. But we still have lots to do. So we will pay more attention to how we retain corporate knowledge. And to the availability of the information on which so many of our people rely to do their jobs.

We have begun to make steps towards this and over the course of CP5, we will:

- Seek out examples of transparent behaviour across the business, and we'll answer the question "what does transparency mean for our people in practice?"
- Make the links with our other initiatives geared towards changing behaviour, including safety and diversity & inclusion
- Improve our management of information, including how we access it, where it is kept and how we make decisions on what to keep and what not.

In each of the four areas detailed, we know that we don't have all the answers.

So we will benchmark our transparency programme against related activity in other organisations and publish what we find. If we need to start doing something not in this document we'll do just that, and publicly say so.

Making our information work for us

Our National Records Group is delivering a project to dispose of records no longer required and properly catalogue records that need to be retained.

This enables us to have full visibility of stored hard copy records so they can be easily re-discovered and used to inform and support today's business. We aim to have 100% visibility of all information stored off site so that our information works harder for the business.

Where we will focus our efforts

We want to put transparency at the heart of everything we do, so it is relevant to all parts of our company and everyone within it. Embracing a more open culture will enable us to meet our CP5 objectives.

Our strategic business plan for CP5 sets out ten priority themes. They provide a useful framework for thinking about how we might improve our transparency credentials in the outside world. This section sets out that framework.

The list which follows is not exhaustive. New possibilities will arise as we progress throughout CP5. And just because an area isn't listed below, it doesn't mean we won't include it in our programme. Where we think something will add to understanding of our company and our work, or where people ask us, we will work to cover it if we can. And as part of our annual transparency progress report, we'll be open about how we're doing against our commitment to publish those things listed in the following pages.

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Everyone home safe every day

Safety is imperative, and transparency is central to what we're doing across the company to achieve our safety vision. So far we have:

- Published detailed risk assessments for one hundred of our priority level crossings
- Launched a dedicated service for our staff to report close call incidents.

Things we'll do in the future will include:

- Improve the availability of data about our safety performance, where necessary disaggregating it from what's already available on an industry basis
- Publish the executive rules which will replace our 1650 safety standards together with regular reports about how we're doing against them
- From September 2014 make available full narrative risk assessments about all 6500 level crossings on our network
- Publish our safety strategy
- Show how we benchmark ourselves against the rail networks in other countries.

A customer focussed organisation

Our customers are extremely important to us. So important that we have made them central to our CP5 strategy. We believe that the best working relationships are based on trust, collaboration and transparency. And we'll work to apply this to all our relationships. So far we have:

- Through the Prism system, published details of our suppliers' performance
- Made available details of how much we spend through our top 20 suppliers
- Worked with our industry partners at the Rail Delivery Group on a cross industry approach to transparency.

Things we'll do in the future will include:

- Develop more open, efficient and collaborative relationships with our customers, generating greater value for the money we spend with them
- Make available the results of research we conduct into what our suppliers think of us
- Put in the public domain all new alliance agreements we make with train operators
- Publish a summary of the customer complaints we receive and what we have done to resolve them.

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Reliable infrastructure

As custodian of the nation's railway, we're responsible for 20,000 miles of track, 30,000 bridges, tunnels and embankments, and thousands of signals. We are investing and working hard in this area to improve reliability. And we want to be open about the challenges we face. So far we have:

- Made data about the operation of the network available free for re-use. This has allowed web and app developers to show the wider world how the railway works and facilitate better journey planning
- Published on our website our Asset Management Excellence Model (AMEM), the independent assessment of our capability, and what this means for our infrastructure
- Explained how our infrastructure works, by providing a glossary of key terms, and done more to show how things work in practise.

Things we'll do in the future will include:

- Show the impact of external factors like weather on our assets
- Make the link between the state of the infrastructure and train performance in a way people can understand
- Make more data about the operation of the network available, so that developers can generate an even better picture of what's happening.

The biggest investment since the Victorian era

Between 2014 and 2019 we'll invest more than £4 billion a year to replace and improve the railway. We want to be more open about how we're spending this money, and why. So far we have:

- Published details of the budgets and costs of our highest profile projects
- Made available a range of information to facilitate our relationships with our supply chain, including our work banks and data on our payment performance
- Improved the amount of information available through our website about our improvement projects, including the ones still being planned
- Delivered a comprehensive programme of supplier engagement events, further enhancing levels of transparency in those relationships.

Things we'll do in the future will include:

- Be more open about the costs of our projects and the value they deliver
- Increase the number of projects we publish detailed financial information about
- Where we can, show projections on return on investment for our projects.

Reliable timetables

We manage a complex network and deliver services for operators with different needs and expectations. Transparency is key to how we perform these functions, and how we tell the world about what we're doing. So far we have:

- Worked with operators to publish more granular information about the performance of train services
- Made the national sectional appendix available for download without registration
- Published the rail industry's working timetable for the first time.

Things we'll do in the future will include:

- Explain the process of making late-notice amendments to our timetables and why we make the decisions we do
- Improve how we explain what causes delay to train journeys, and add to the information already available about how often this happens
- Explain the regimes under which compensation is paid in the event of disruption on the network
- Bring the railway to life by showing how it actually works on a day-to-day basis.

Helping passengers understand the impact of knock on delay

In summer 2014 we launched a new in-station information video. It helps explain to passengers why, if there's a problem somewhere you might think unrelated to your journey, it can still cause you disruption.

This can be a difficult subject to explain to the travelling public. So, as part of our delays explained work, we produced a 60-second film to be shown on the information screens at our managed stations. And we hope it will improve understanding of delay or change to rail journeys.

A technology enabled future

Investing in technology will transform our knowledge of the railway, making us better at targeting when, where and how we improve it. So far we have:

- Issued details of our innovation challenges to encourage suppliers to respond with solutions
- Published our CP5 technical strategy, building on its industry equivalent
- By making train running data available, enabled app developers to build products which have improved passengers' journey planning capability.

In the future, the things we'll do will include:

- Improve our communications, so we are better able to explain what we are doing and why we are doing it
- Report every year where we spend our research and development funding
- Achieve a step change improvement to asset data quality and availability
- Show how we're using the data generated by our plain line pattern recognition technology to improve our decisions on renewals.

Investing in our people

Great people lie at the centre of our transformation of our company and the railway. We want to be an employer of choice. And for our people to work in an environment which promotes diversity, opportunity, accountability and transparency. The things we've done so far include:

- Made available more information than ever before about the most senior people in the company. Including their biographies, their salaries, and their business and travel expenses
- Published a range of data about the diversity of our workforce
- Provided an insight into the costs associated with our people at work, including on train travel, hotels and IT.

Amongst the things we will do in the future are:

- Make transparency a common thread in our leadership and management training products
- Develop guidance so that all our people know what working more transparently means for them
- Internally, move to a more transparent pay structure across the board
- Put openness at the core of our relationships with the trade unions
- Publish more information about more senior decision makers.

Safer, simpler, smarter

By upgrading our Sentinel track access card system we are improving transparency of our data about the skills and capabilities of our workforce. So we can use it more effectively and make the railway safer for everyone who works and travels on it.

The improved system allows track workers' competencies to be checked in real time every time they come to site. The system is safer, simpler and smarter. And it means that every person who works on or near the railway has had the right training and been assessed as competent.

Opening up

For many people the railway industry is confusing and in the past we've been criticised for being opaque and unaccountable. Network Rail has not been immune from this. As part of the public sector significant public funds are invested in our work and an ever-increasing number of people and companies use the country's rail infrastructure. So we need to become an organisation that puts transparency at the centre of what we do and how we do it.

Much of the progress we have made over the past year is listed in other parts of this strategy, but other examples of the things we've done include:

- Created a transparency portal on our website, which now features over 50 categories of information
- Made available biographies and expenses of our members. They are the people with primary responsibility for holding us to account
- Significantly improved our processes for handling requests for our information and data. Including being added to the www.whatdotheyknow.com website for making freedom of information requests
- Made our CEO's monthly report on what's happening in Network Rail available to all our staff and our members

- Increased the accessibility of the our transparency content on our website
- Completed an audit of the information we make available as a company and where it is
- Convened an independent transparency challenge panel. This meets twice a year and will improve the quality of our programme output.

We know we still have work to do, so we will:

- Prepare for freedom of information so that from April we can respond to requests for information within 20 working days
- Introduce a quarterly performance report, improving visibility outside our company about how we're performing from quarter to quarter. By putting all our key performance information in one place, we'll make it easier for people to decide for themselves how we're doing
- De-clutter our corporate website. Much of what we publish is not as accessible as it ought to be, and in some cases it overlaps or duplicates other material.
- Work to open up our culture and demonstrate the benefits transparency can bring
- Work with our stakeholders, particularly the developer community, campaign groups and government, to generate ideas of the benefits opening up our data could bring.

A railway fit for the future

Sustainability can help make our business more efficient, protect the value of our assets and deliver a railway fit for future generations. We want to be open about how we're doing in meeting our targets in this area. Amongst other things, so far we have:

- Published a comprehensive range of data about our performance in areas which relate to sustainability
- Developed a range of new sustainability measures for our assets
- Published a comprehensive sustainability report.

Things we'll do in the future will include:

- Make available information about our progress towards our energy efficiency and carbon reduction targets
- Do more to explain our approach to sustainability and the benefits this will bring for the country.

Reducing public subsidy

We are working hard to create a financially sustainable railway. And by the end of CP5 we will be far closer to having done so. It is important we are open about not only what we're doing to make this happen, but on a year to year basis about how precisely we're spending the money we receive. Amongst the things we've done so far are:

- Disaggregated our accounts by operating route. This makes it clearer how our money is spent on the ground
- Published diagrammatic illustrations of our income and expenditure, which makes it easier for people to understand these vital areas.

The things we will do in the future will include:

- Explain our debt, showing how our financing in this area works
- Over the course of CP5, show precisely how we're reducing public subsidy
- Be open about our work to attract private investment. And we'll show how successful we are.

Measures of success

Measuring transparency is difficult. But we're keen to try so that we have some idea of how what we're doing is being received by our audiences. What follows is not exhaustive. Many of the initiatives covered by this document will in time have beneficial consequences for our business, our customers and the broader public. And these will be captured as they become evident.

The below measures are matched to the four prongs of our approach to transparency (see pages 5 to 7).

Proactive publication of information

- New datasets we publish
- Hits to the web pages containing our published content
- Suggestions from outside the company of new datasets
- Perception of Network Rail as transparent in stakeholder surveys.

Handling requests for our information

- Volume of requests received
- Number of requests open at any point
- Number of requests which are answered within 20 working days
- Percentage of responses to requests which provide all or part of the information asked for
- Instances of follow up contact from requesters and feedback.

Opening up our data

- Number of categories of data made available through our data feeds page
- Registered users of our data feeds platform
- Number of developer products based wholly or partly on our data
- Popularity of these apps or web pages, measured by number of downloads or hits.

A more open culture

- Perception of our internal communications as open and honest
- Participation rates and results of our staff engagement survey
- Direct feedback received from passengers, communities and line side neighbours about our handling of issues
- Number of corporate processes, for example procurement, financial reporting, into which transparency has been factored.
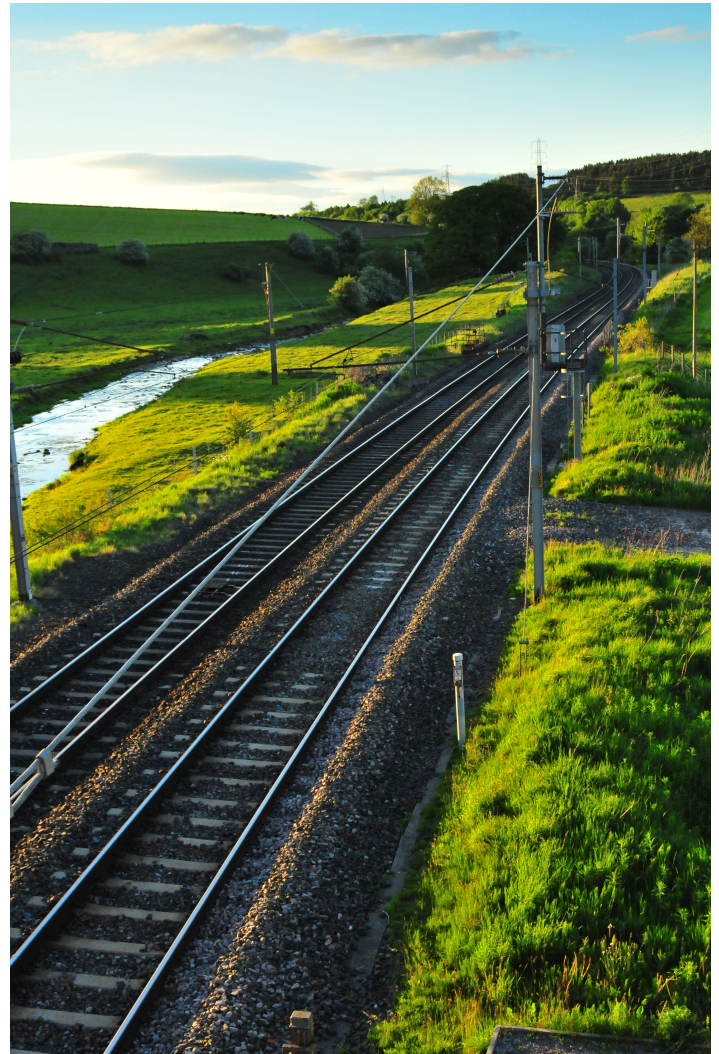
We'll also take the opportunity to benchmark our performance against comparable initiatives in the corporate world. This will give us a more objective view of how we're doing.

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The wider industry

At Network Rail we realise that many people don't understand who is responsible for what in the rail industry. And we shouldn't expect them to. We also know that because our money comes from passengers and taxpayers we have obligations to them. That's why we will use our experience and influence to drive more openness at the industry level, as well as working hard ourselves to be ever more transparent. We'll balance openness in the public interest with sound business sense. And we believe that doing so will benefit everyone, whether or not they use the railway.

The closer working relationships devolution has enabled us to build with operators up and down the country are all founded on transparency. We strongly believe that the openness and willingness to share knowledge and information on a daily basis will help us move away from the old days of rail industry silos.

The Rail Delivery Group (RDG) exemplifies this new approach. To be effective it has to. And it's overseeing how we work with our industry partners in making information about what we do available to the outside world. RDG's transparency sub-group is vital because it brings together various perspectives in considering questions around things like openness of performance or of funding.

But we do not believe the pace of industry transparency should be set by the slowest. That's why we will continue to push forward, whether our industry partners are alongside us or not.

Appendix A - progress report

We have started to deliver on our commitment to being a more transparent organisation. Our voluntary disclosure scheme began in June 2012. It included the publication for the first time of information about the budget and costs of our major projects, level crossing risk assessments, and minutes of meetings of the Board. The scheme has been updated on a quarterly basis since, and we've now published over 50 categories. This includes information on our procurement performance, expenditure in key areas, and key operational publications like the sectional appendix and working timetable.

In addition, we have worked successfully with partners in and outside the industry on a range of transparency projects. Collaborating with the Association of Train Operating Companies, train companies, Office of Rail Regulation and Passenger Focus, we have improved and expanded the information available about train performance. This included in December 2012 information on "right time" performance by train operator. For the first time ever this showed the outside world the percentage of trains arriving within 59 seconds of schedule, rather than the 5 or 10 minutes covered by the PPM measure.

Working with a company called Elgin, since October 2012 we have made available information about how our works on the railway affect road journeys. Presented on a website called roadworks.org, this has enabled better journey planning and reduced the disruption our works cause on the roads. In 2013/14 our works attracted nearly 50,000 deep click throughs from the site.

Starting in June 2012, we made available a range of real time train running feeds from our operational systems. Consistent with the principles of government's open data agenda, these have allowed a range of developers to build and improve websites and smart phone apps which show the public what's happening on the network in real time and enable them to make more informed journey choices. In 2013 we added to those, and began to develop our relationship with developers. We held a stakeholder event in December 2013 which helped us focus our plans for open data. We've also begun to join up with others to promote the use of our feeds, including hackathon events with Leeds council, as well as Stride and the Cabinet Office.

In 2013 we put in place a formal governance structure for our transparency programme, including our internal transparency board. This will meet every four weeks to hold us to account and measure our progress and now includes our freedom of information implementation programme. We also held the first meeting of our transparency challenge panel in November 2013. Made up of senior people from outside Network Rail, they bring a wide range of experience and an objective view to the programme. They met again in March 2014 to discuss our work plan for 2014-15 and will continue to meet twice a year.

Internally we've been working much more closely with our Contact and Communities team, the first point of contact for the public. This has streamlined how we handle our requests for information. And we've held internal events to promote our approach to transparency, explaining what it means for our people in their day to day roles. We've also begun publishing a quarterly newsletter so people can see what we've been up to and make suggestions for our future work.

Our freedom of information implementation programme is now in place. This is putting the arrangements in place we will need to be able to formally manage requests for information from April, and comply with the Freedom Of Information Act. To support this we're putting in place a comprehensive communications plan. This will help make sure our people and our external stakeholders know how this will impact them, what will change as a result and what they can expect from us in April and beyond.

Appendix B - options for publication

Over the coming years we will make further categories of information available. Areas we will explore will include:

In 2014/15:

• Our wellbeing campaign
• Complaints we receive
• Possession overruns
• A glossary of key terms used on the railway
• The impact of the weather on our assets
• How the state of the infrastructure affects train performance
• What causes delay to train journeys
• The cost of delays
• The time taken to deal with incidents on the infrastructure
• How we follow up on incidents
• Operating costs at stations we manage
• Footfall at our managed stations
• A comprehensive sustainability report
• Our energy saving scheme and our carbon emissions
• Details on environmental incidents
• The finances associated with our major projects
• The returns on project investment
• Where our research and development funding is spent
• Data about our safety performance, including accident and near miss
• Our plans to reduce health and safety accidents and incidents

In 2015/16:

• How the railway works on a day to day basis
• Our company's performance, in a quarterly report
• Our alliance agreements
• Our executive rules
• Risk assessments for all level crossings on our network
• How we benchmark ourselves against rail networks in other countries
• The process for making late-notice amendments to our timetables
• Supplier satisfaction with Network Rail
• Train Operating Company satisfaction with Network Rail
• A full list of our assets

In 2016/17:

• The regimes under which compensation is paid if there is disruption on network
• Rail industry costs on a route by route basis
• How we make decisions on renewals
• Debt financing and what we're doing to reduce to public subsidy

To make use of our data feeds, to see the information we publish, to make a request for information or to find out more about what we do please visit our webpages http://www.networkrail.co.uk/transparency/

Or if you would like more information about the transparency programme please email TEDteam@networkrail.co.uk