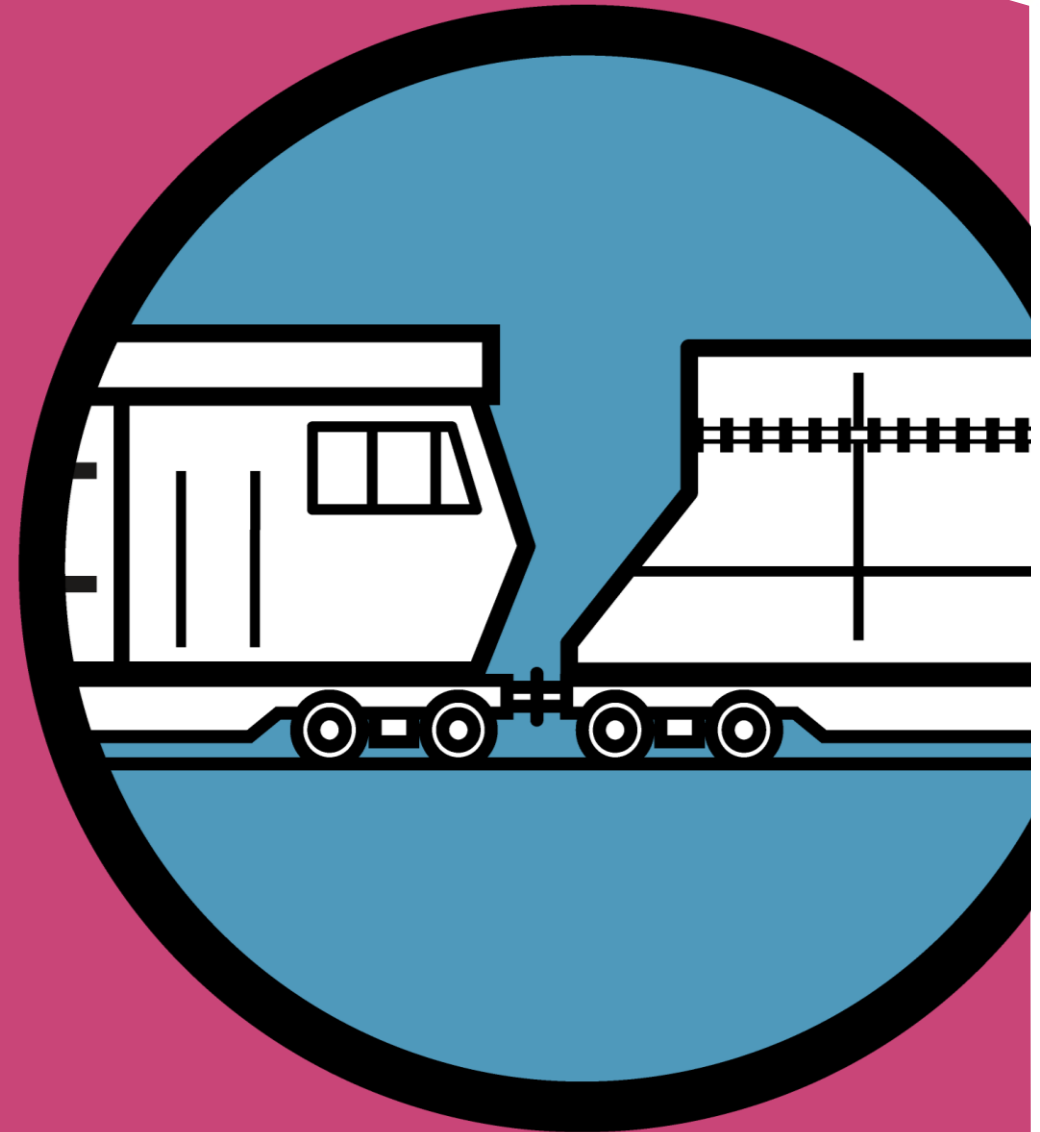


FREIGHT BUSINESS PLAN

Updated March 2021



Network
Services

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1. Foreword

This plan is centred on a range of objectives that support our national customers' business priorities. Our organisational structure focuses and links with our diverse range of customers and stakeholders as well as Network Rail's Regions and Routes. From 29th March 2021, the Freight team will be part of System Operator. This will see greater alignment and benefit for our customers, stakeholders as this will bring together the timetable and strategic planning teams to deliver our joint business priorities.

We remain a key central role to support and promote our customers' interests, providing a national, pan-regional voice and an ability to look across the whole rail network on behalf of our national customers and stakeholders and therefore will continue to work closely with the Regions/Routes.

Since we last shared the plan with you in November 2020, we have continued to make progress in several areas and have delivered 53% of the milestones from our plan at the end of Year 2, CP6. With many changes taking place both globally and nationally, we will continue our focus to deliver the remaining 47% as well as addressing emerging customer priorities.

We will continue to engage and listen to our customers and stakeholders to reflect and change our plans, to mirror their business priorities and objectives as progress through the remainder of CP6 and start the planning work for CP7, later in 2021.



Andy Saunders

March 2021

2. Executive Summary

Our purpose as a team, continues to see us strive for and deliver excellent service and successful outcomes, which can only be achieved by working in close and positive collaboration with all of our customers and stakeholders. Customer scorecards remain at the heart of our collaborative relationships. The key objectives we plan to achieve in CP6 are set out in our long-term scorecard and focusing on the key priorities of each of customers, a further mechanism to review what is important to our customers and how we can support and deliver those.

Safety – Delivering a safer and sustainable railway

We continue to see positive engagement and collaboration with our customers and stakeholders to further drive safety improvement with the freight sector through the National Freight Safety Group (NFSG) and its associated steering and working groups. NFSG remains the vehicle which highlights and acts on the five key areas for safety improvement. NFSG and a joint industry safety scorecard are the basis for our teams to continue to work together and deliver safety improvement during CP6. We have been developing a programme of safety improvements to infrastructure and conditions which targets freight derailments, reducing lost time incidents and improving availability of consistent Safe Systems of Work for freight sites. More recently, a workstream looking at the condition of vehicles coming onto the network, is an area that greater focus will be placed on for 2021.

We have maintained our focus on reducing hazards and injuries to our customers workforce on Network Rail's infrastructure. This is a measure that we introduced on our scorecard three years ago and we want to continue a focus on this so that our customers' staff are as safe as possible whilst working on our infrastructure. To deliver this, the ORR CP6 settlement allocated £22m over the control period and the pipeline of schemes are delivery real safety improvements in a number of ways. These include RFID tags for wagons, improvements to safety conditions and walking routes in the North and South of the UK, as well as a range of other initiatives being developed for delivery in the last three years.

Train Service Delivery – Delivering a reliable and resilient service

The Freight Delivery Metric (FDM) remains the key regulatory measure for freight performance in CP6. FDM measures the number of trains on time (to 15 minutes) in relation to Network Rail caused delays. Our CP6 objective is 94.0 %

Corridors are critically important to our customers and stakeholders, where the end to end journey is of greater significance in many cases, than the performance on individual routes. It is critical that average freight speeds increase to maintain efficient network usage and we consider what more can be done to improve performance, both operational and business.

The Caledonian Sleeper new rolling stock is now performing well, and we are working with Serco and their partners, to deliver their franchise performance commitment, which is 80 % right time arrival. We support the sleeper services in several different ways, from real time interventions and 'helicopter view' with the Freight Service Delivery Manager on the length of the journeys from Inverness, Aberdeen and Fort William to London, to contractual matters with the account team and technical and operational issues with our embedded route and regional parts of the team.

This collective approach to solve a range of issues, has seen significant improvement in 2020 not only for Caledonian Sleeper, but also for Charter services, hit hard by the global pandemic, which continues to see consistent high levels of performance with their charter operations on the rail network. We anticipate an increased number of charter services operating in 2021

Customers and Stakeholders

Our customers and stakeholders and how we support their businesses is fundamental to everything we do as a team. Nurturing and building relationships, is key to understanding the priorities for each of our customers and we ensure these are reviewed regularly as part of our governance process. Our process for undertaking this, has been recognised by the ORR as part of their review of Network Rail and how we communicate with and listen to the concerns and issues of our customers and stakeholders.

Sustainable Growth - Enabling sector growth

Our planning and scoping work indicated that around £2bn will be needed over a 15-year horizon to fund the infrastructure necessary to underpin step changes in rail freight growth. Investing in the network to support modal shift and the growth of rail freight has considerable socio-economic and environmental benefits. Since the start of CP6, our team has engaged Scotland's Railway, Transport Scotland and the wider sector in Scotland to deliver Transport Scotland's HLOS rail freight growth target.

Maintaining the published operational capability of the network remains critical for our customers, particularly freight and charters. Work is ongoing with regions and routes to develop and set out clear statements of freight capacity and capability, as well as setting growth targets for the routes and regions to deliver over the control period. We continue to engage with both the UK and Scottish Governments to make the case for continued funding to develop the Strategic Freight Network.

The team continue to develop the outline thinking on freight capacity and capability enhancement set out in the Freight Network Study and work on a freight strategy to inform the Whole Industry Strategic Plan, in advance of more widescale rail reform agenda on the horizon. For Caledonian Sleeper and Charter operators, we will work with these customers, regions and routes, to identify plans to improve reliability, journey times and seek to remove bottlenecks.

In addition, the team in conjunction with internal colleagues and our freight operator customers, are developing the freight estate to locate more traffic generating end users and make best use of these estate assets to support future growth opportunities.

In addition, we developed and delivered a growth plan with Scotland's Railway, Transport Scotland and the freight sector in Scotland, which addresses the Scottish High Level Output Specification (HLOS) freight performance and average speed metrics. This is being reviewed, along with the HLOS metrics and strategic intent set by Transport Scotland, with a number of initiatives and regular communication with the freight sector and opinion formers taking place to find ways of growing rail freight in Scotland.

People

The team are the essential part of the success we can bring, to not only our customer and stakeholders, but also to Network Rail and the broader rail freight sector we link into. Ensuring we have a stable, fully resourced and highly motivated set of individuals, is pivotal to the delivery we can offer as a collective. We have succession plans in place, to develop and add both experience and stretch to team members, with a strong desire to learn and help lead the sector through not only the challenging times we find ourselves, but to build back better and develop the rail freight sector, fit for the future.

Freight

Function Overview



Network
Services



Freight

3.1 Overview

The Freight team is different: Our customers operate nationally across multiple routes and our customer base is uniquely varied, with freight operating companies (FOCs), Caledonian Sleeper and Charter operators who together operate c700 trains per day. Our stakeholder base is equally varied.

Our external stakeholders range from train and freight operators, through industry third parties (such as ports, shippers and manufacturers) to Governments, the regulator and other public bodies.

Our team does not physically manage infrastructure or train operations. We deliver performance and other outputs for our customers in conjunction with and through the Regions/Routes and other Network Rail functions.

The rail freight strategies of both the UK and Scottish Governments both support additional rail freight growth and modal switching from road to deliver benefits including easing road congestion, reducing pollution and generating productivity and financial benefits for the economy.

Freight volumes across the network are forecasted to grow in CP6. The freight forecasts provided by MDS Transmodal for this plan suggest that freight moved could increase from 2016/17 to 2023/24 by up to 50 % depending on market headwinds and assuming unconstrained network capacity.

For planning purposes, assuming existing funded capacity and capability, we are estimating growth of 15.6 % over the 7-year time horizon. We will continue to monitor this in light of Covid 19 pandemic, its impact and government plans to “build back better”

3.2 Our Customers



GB Railfreight



Rail Operations Group



We engage with a wide stakeholder base



Ref: Appendix A for our Engagement Plan

3.3 What our customers want

Deliver my services on time - a timetable offer relevant to my operating model, that makes efficient use of my resources & ensures my customers products are with them when they need them

Help me grow – I am a rail business and I want more to go by rail with a plan tailored to my needs. I want the freight team to lead the development and delivery of a traffic step-change

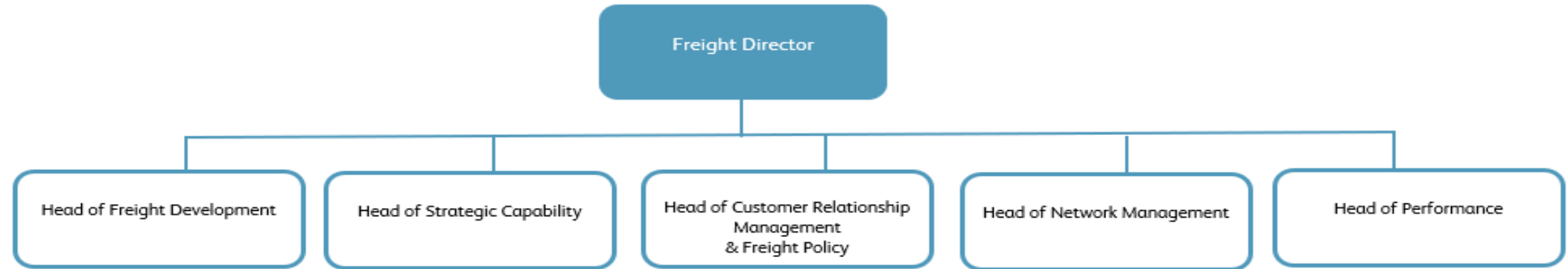
Underpin an attractive rail offer - recognising that access charges are determined by the regulator, I want the freight team to promote the operating conditions that support an economically attractive rail freight offer

Be a supportive and responsible landlord – I want the freight estate protected for my existing business and developed to meet future growth. I want to see investment for developing better terminal facilities

Protect current and develop future network capacity - I want the freight team to work with me to ensure security of freight capacity on the network

Deliver my services safely - provide a safe network operating environment for my staff. Safety is paramount and is important for attractiveness of the mode as well as the health and wellbeing of our employees

3.4 Freight team structure



The Freight team structure focuses and links with a diverse range of customers and stakeholders as well as Network Rail's Regions and Routes and the System Operator (SO). We have a key central role to support and promote our customers' interests, providing a national, pan-regional voice and an ability to look across the whole rail network on behalf of our national customers and stakeholders. Therefore relationship management and collaborative working with stakeholder to deliver continuous improvement with all our stakeholders is key to our success.

Our Development team provide the knowledge of the NR land and property portfolio, as well as the markets rail freight currently operates in, to enable the best conditions to support our customers and stakeholders retain and grow their businesses.

The Capability team help support our stakeholders with the different aspects of capability from paperwork to run services, to a link to colleagues in Capacity Planning and other part of the Compatibility side of the business.

Our Customer Relationship team work closely with our customers and understand the challenges of moving freight by rail and seek to both simplify and help navigate our customers within Network Rail and provide the day to day contractual guidance and contacts.

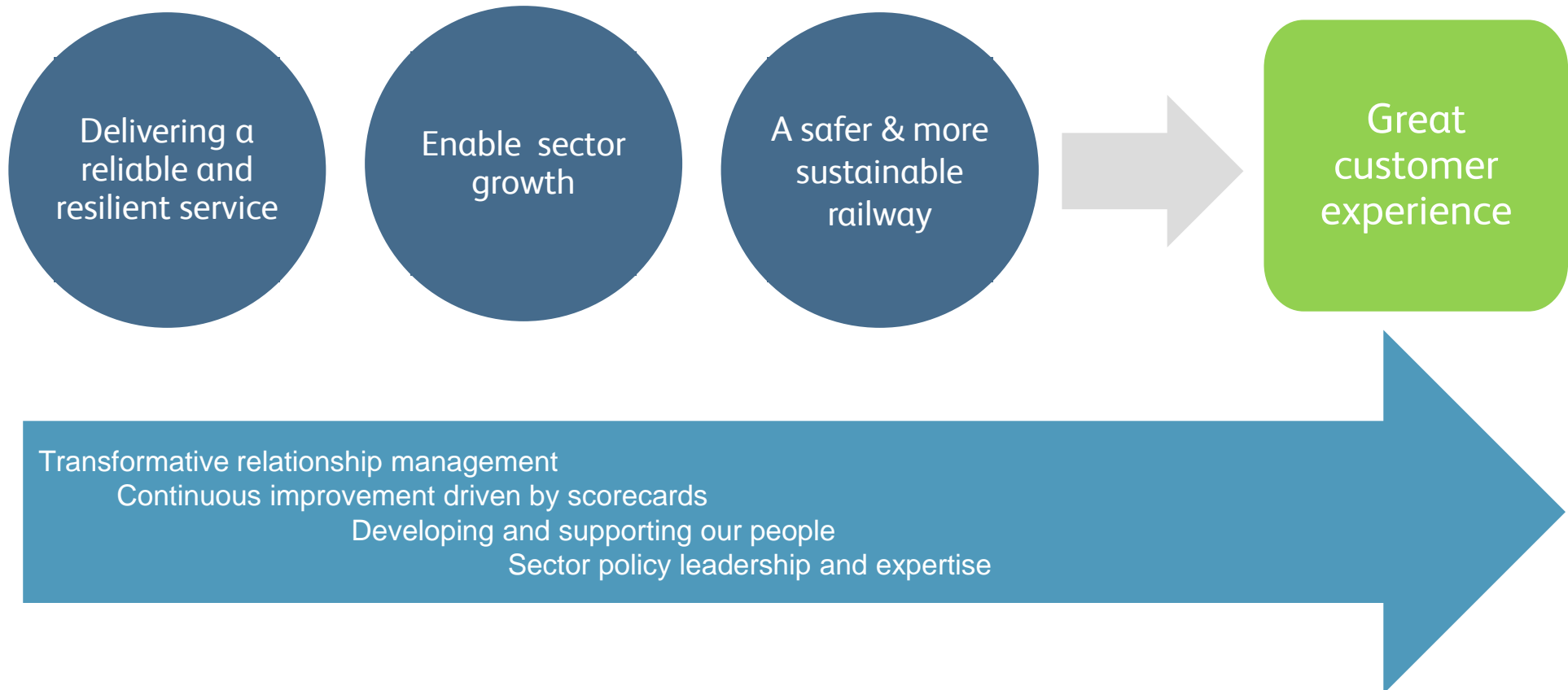
The Network Management team are embedded in each geographic route and offer real time focus on solving issues and realising opportunities for our customers and end-users, supported by freight service delivery managers who provide that helicopter-view of the end to end journeys our national operators take, across regions and over long distances.

Finally, our Performance team use data and an understanding of the day to day rail operations, to drive benefits and performance improvement.

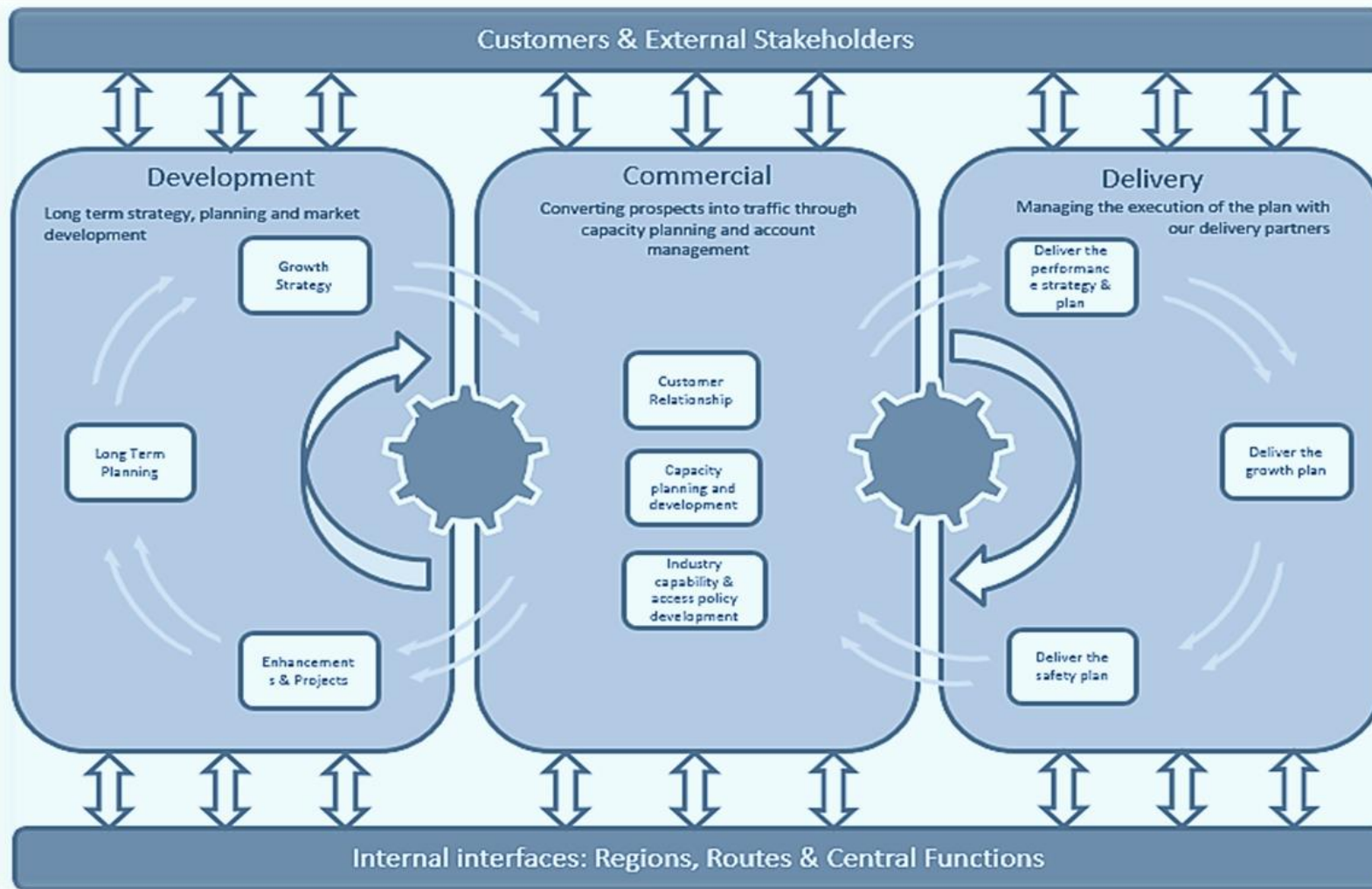
This one stop-shop approach is fundamental to our stakeholders, knowing that within our team we have a vast range of skills, knowledge and expertise to support, nurture and grow rail freight. This is part of our DNA and something we take seriously to help the longevity of the sector.

Our purpose

“Deliver growth and provide excellent service through improving safety and performance, and enhancing capacity and capability, at an efficient cost.”



Our team and our interfaces



3.5 Business planning and governance

3.5.1 CP6 business plan and customer priorities

Our Control Period 6 (CP6) business plan sets out our long term scorecard and high level deliverables from 1 April 2019 to 31 March 2024.. It is structured around the following themes:

1. Delivering a reliable and resilient service
2. Enabling sector growth
3. A safer and more sustainable railway

For each theme, there are a number of key activities that help provide the focus, direction and delivery which were agreed as part of the stakeholder and customer engagement undertaken in developing our CP6 Plan. Appendix B and C provides more detail on the plans and actions to deliver the themes and from a regional point of view, the key priorities to help shape how they play a fundamental and crucial role in supporting delivery of the outputs for our customers and stakeholders.

As part of our continuous improvement and making sure our plans aligns with our customers business needs, in P8 2019, our Customer Relationship team led the introduction of a quarterly report for all our customer accounts, which lists their key planned and emerging priorities. The priorities are regularly reviewed at our customer meetings and updated. At the end of each year, we review progress and create a “you said, we did and are still doing” summary for each account which we share with the customer. We plan to extend this approach to have a plan on a page for our key Freight End User.

3.5.2 Engaging with Regions and System Operator to deliver for our customers

The freight team takes the scorecard target, deliverables and customer priorities and works closely with other Network Rail teams i.e. Regions/Routes and System Operator, to develop initiatives and plans that will enable delivery.

We have embedded route freight teams who help solve challenges for our stakeholders on a day to day basis and proactively look to both prevent issues and help on the ground to develop new business and support our business development team. This activity at regional level is vital to ensure our stakeholders challenges and priorities are heard and their requirements acted upon. Our regional teams have direct links into the leadership of those routes and regions, with in some regions a 'freight board' being set up to listen directly to the issues for our freight customers. We also work closely with seasonal delivery specialists in connection with autumn preparedness. This good practice is shared with our other regional teams as we look to replicate these initiatives across other parts of the rail network. Also our Freight Service Delivery Managers are instrumental to working with our customer , Regions and the NOC to deliver a reliable and resilient service for our customers, especially during perturbation.

With our freight end-users we are drawing up a 'plan on a page' for around 20 of our main end-users, similar to the customer priorities and these will enable a closer and more engaging relationship, again on a quarterly basis. This approach will help our regional teams to continue the strong and collaborative approach we take with end-users and aligns with the customer facing account teams and their engagement with customers.

Our relationship with System Operator is vital, so we can offer strong alignment with two of the critical areas our national operators demand – timetabling and a strategic plan for the whole network. These two areas see a number of our team work closely with System Operator colleagues with that activity led by our Head of Business Development and Head of Strategic Capability. With our team integrating within System Operator from April 2021, we envisage an even closer focus on finding solutions and progress for our customers, to both ensure alignment from a timetable and strategic planning point of view.

3.5.3 Monitoring our delivery of our plan and governance

Progress is reviewed with our customers at our Level 1 & 2 meetings where the Freight team and Customer Relationship Executive (CRE) team meet with customers to review current business performance and discuss future aspirations.

We hold a Freight Periodic Business Review (PBR) every four calendar weeks where the Freight leadership team reviews overall performance for freight and national operators, scorecards, and any customer and network-wide issues. Input to this review is supported by the Customer Relationship and Route Freight teams, based in the regions, including any concerns or key priorities of operators whose services cross geographical boundaries. Escalation is either picked up directly with relevant regions and routes or reported in the periodic Executive Leadership Team (ELT) pack and can be discussed where appropriate.

At the periodic (also every four calendar weeks) System Operator Directorate meeting, the focus is on specific Network Services performance objectives. This provides a platform for improving organisational capability to increase the visibility of freight and national passenger operator priorities in the regions and routes.

Directorate Business Reviews are held quarterly and allow the NR Chief Executive to hold System Operator Managing Director to account for functional performance and delivery against plan. This creates further opportunities for the group director to ensure visibility of national operators' priorities and concerns.

Executive Leadership Team meetings held frequently and are attended by regional and function directors, including the System Operator Managing Director, and chaired NR's Chief Executive. Through this meeting the System Operator Managing Director can influence the priorities of regions in relation to the needs of freight and national passenger operators.

3.5.4 Regular engagement with the industry to update our plan

As a team we engage with our customers and stakeholders at many different levels and in a range of meetings or forums to discuss current business performance and their priorities. This intelligence is such an important feedback loop to keeping our plan aligned and updated with the industry and our customer business aspirations. Some of the forums we actively participate include the following:

- Freight Operating Company (FOC) Level 1 & 2 meetings where our leadership team and Customer Relationship Executive (CRE) team meet with customers to review current business performance and discuss future aspirations.
- Freight End User (FEU) Meetings where our Route Freight and Business Development team have 1:1 meetings meeting with FEUs, to consider performance, safety or network developments as they will impact specific sites or flows and so need 1:1 or tripartite arrangements, for example Mendip contract transfer (Mendip Rail) and Felixstowe capacity work (HPUK), all good examples of FEU liaison which typify what the team does.
- Scottish Freight Joint Board (SFJB) – focuses on a range of issues relevant to Scotland with attendees including Transport Scotland, ORR, Logistics UK, freight operators and freight end-users. The meeting is quarterly
- Rail Freight Group (RFG) Intermodal Forum including key ports, combined transport operators, terminal developers, consultants, FOCs and Network Rail. This takes place three times per year.
- RFG / MPA Construction Forum including key construction sector end users, FOCs, Mineral Products Association (MPA) and Network Rail. This takes place three times per year.
- Logistics UK (LUK) Rail Council including LUK, FOCs, select end users and Network Rail which takes place twice per year.
- Strategic Freight Network (SFN) Steering Group including Regional Transport Agencies, FOCs, RfG, ORR and Network Rail. This takes place four to five times per year.
- Freight Strategy Advisory Group led by DfT including FOCs, various end users, ORR and Network Rail (with representation from both FNPO and System Operator). This takes place five to six times per year.
- Network Rail / End User estate account meetings including tenants and Network Rail (with representation from FNPO and Property). This takes place twice yearly for larger multi-site portfolio tenants.
- Rail Delivery Group (RDG) Freight Board including FOC MDs and Network Rail. This takes place every other month.
- Freight Policy Group including FOCs, ORR and Network Rail. This takes place every other month.
- Freight Industry Performance Group including FOCs, ORR and Network Rail. This takes place every other month.
- Ad-hoc bi-lateral meetings with end users and prospective end users concerning specific site or service developments (in commercial confidence).

3.6 Freight Long Term Scorecard (1)

ON THE SIDE OF PASSENGERS AND FREIGHT USERS			19/20	20/21	21/22	22/23	23/24	Achievability
Freight Delivery Measure (FDM) – National	Regulatory measure of Network Rail’s ability to deliver freight trains to destination within 15 mins of booked time	Target	94.00%	94.00%	94.00%	94.00%	94.00%	
Freight Delivery Measure (FDM) – Scotland	Regulatory measure of Network Rail’s ability to deliver freight trains to destination within 15 mins of booked time in Scotland	Target	94.50%	94.50%	94.10%	94.50%	94.50%	
FOC on TOC (DM/ 100 train km)	The portion of delay to Passenger operators caused by commercial freight services (normalised)	Target	1.17	1.16	1.15	1.15	1.15	
Freight Cancellations	The number of Network Rail and Other Operator caused cancellations as captured in the freight Schedule 8 performance regime. Note, service variation events and Freight Operator on Freight	Target	N/A	1.18	1.18	TBC	TBC	
Caledonian Sleeper – Right Time	% of all passenger train journeys that arrive on time.	Target	80%	80%	80%	80%	80%	
Average speed- Freight - delivery against agreed milestones	% achievement of agreed milestones	Target	90%	90%	80%	90%	90%	
Freight service plan reviews- delivery against agreed milestones	% achievement of agreed milestones	Target	90%	90%	90%	90%	90%	
Strategic capacity - Freight	The % of the gap between the number of actual paths and the number of required paths, that is filled each timetable period	Target	10%	10%	10%	10%	10%	
Average speed improvement on baseline (Freight, Scotland)	Average speed improvement on baseline - (Freight, Scotland)	Target	1.80%	3.00%	6.00%	8.00%	10.00%	
Charter planning compliance	Roll up of Charters 'Planning and Delivery' metrics	Target	50%	50%	50%	50%	50%	

These targets represent our strategic plans. We continue to refine our annual targets to reflect changing circumstances so they are appropriately challenging

3.6 Freight Long Term Scorecard (2)

EASY TO ENGAGE WITH, EFFICIENT AND DEPENDABLE PARTNER			19/20	20/21	21/22	22/23	23/24	Achievability
Freight asset reliability	Service affecting failures to assets on the defined geography of the Strategic Freight Network	Target	0.90%	1.50%	1.70%	1.30%	1.20%	
Financial Performance Measure (FPM)	Measures how we are performing against our Income, Opex and Renewals budget.	Target	£0	£0	£0	£0	£0	
PROUD TO WORK FOR NETWORK RAIL			19/20	20/21	21/22	22/23	23/24	Achievability
Work related absence	The number of Freight team absences where the cause is classified as work related (e.g. work related stress).	Target	20	20	20	20	20	
Derailments	Derailment of commercial freight services on NR network infrastructure caused by NR.	Target	9	8	8	6	5	
Operator Lost Time Incidents on NR infrastructure	FOC/TOC customer reported lost time injuries occurring on NR infrastructure	Target	11	10	7	7	7	
Your Voice Action Plans - delivery against agreed milestones	% achievement of agreed milestones	Target	90%	90%	90%	90%	90%	
INSTINCTIVE INDUSTRY LEADER			19/20	20/21	21/22	22/23	23/24	Achievability
Net tonne miles moved – Freight (billions)	Net tonne miles moved – Freight (Great Britain)	Target	10.4	10.6	10.88	11.92	13.2	
Scottish freight growth on baseline	% increase of Scottish freight growth against an agreed baseline	Target	1.50%	3.00%	4.50%	6.00%	7.50%	
Freight End User (FEU) satisfaction	Quarterly customer satisfaction survey with freight end users	Target	74%	75%	76%	77%	78%	

These targets represent our strategic plans. We continue to refine our annual targets to reflect changing circumstances so they are appropriately challenging

Freight Strategic Plan



Network
Services



Freight

4.1 The role of rail freight

The freight and logistics sector is critically important to the competitiveness and growth of the UK economy with rail freight playing an important role within many sectors of the economy. The transportation of bulk goods remains a key strength while the consumer goods market has driven significant growth in intermodal rail freight and modal shift from road.

Rail transported 17.4 billion tonne kilometres of freight in 2018/19, with total amount lifted at 75.4 million tonnes, equating to 12 % of freight surface transport. Rail's market share has grown 50 % from 8 % to 12 % since 1998. Examples of how rail freight supports the UK economy include:

- 40 % of construction sector traffic into London moves by rail
- Between 30-40 % of the containers that arrive or depart from the key deep-sea ports of Felixstowe, London Gateway and Southampton travel by rail
- Rail now has a 10 % market share of finished automotive export traffic
- Rail freight provides considerable benefits through reduced CO2 emissions, road congestion and safety. Each tonne transported by rail rather than by road cuts CO2 emissions by 76 %
- Rail freight is estimated to deliver some £1.7bn per annum of economic benefit

Nature and dynamics of rail freight

The UK freight market is fiercely competitive, both with road and within rail, with the five main Freight Operating Companies (FOC's) competing across the UK in all markets. Each year the FOCs transport goods worth over £30bn – from groceries which keep UK supermarkets stocked, fuel to generate electricity, steel and cement, to high-value export goods such as whiskies and cars. An example of the changing nature of rail freight is that in recent years most of the major supermarkets have started to utilise rail for trunk haul movements of goods from their national distribution centres to regional centres and even to store. The service and reliability standards required by the UK's major retailers have become the standard for rail freight to achieve and exceed.

4.2 Benefits of rail freight

Rail freight is increasingly recognised by the UK and Scottish Governments, customers and society in general as an economically attractive and environmentally efficient form of transport.

Environmental:

The 2016 DfT Rail Freight Strategy made clear the value Government sets on the role rail freight can play in achieving objectives such as the Fifth Carbon Budget, which aims to see a 57 % reduction in emissions by 2032, As HGVs are responsible for some 17 % of total UK transport emissions, the potential is clear.

There may also be opportunities to further de-carbonise rail freight as only a small percentage of rail freight (around 5 per cent) is currently powered by electric traction. Increased use of electric traction for freight will be crucially dependent on the extent of electrification of the rail network.

Economic:

Analysis by KPMG in 2015 estimated the benefits of rail freight to the UK economy at £1.6bn per year, including productivity gains for UK businesses, reduced road congestion and environmental benefits. Each tonne of freight transported by rail reduces carbon emissions by 7 per cent compared to road, and each freight train removes between 43 and 76 HGVs from the roads.

Freight related rail infrastructure enhancements facilitate significant socio-economic and environmental benefits. As illustrated by the Benefit Cost Ratios (BCRs) calculated using DfT's WebTAG transport appraisal methodology, the table on page 19 sets out a representative sample of freight related network enhancement schemes currently being developed through the Rail Network Enhancement Pipeline, as part of the Strategic Freight Network (SFN) and their respective BCRs. Against a threshold BCR of c1.7, the strong "value for money" of freight enhancement schemes compared to other rail schemes is clear.

Freight related network enhancement BCRs (example)

Scheme Title	Output	BCR
Southampton – WCML freight train lengthening	Enabling operation of 775m trains	1.7
ECML North	Loading gauge enhancement	7.2
ECML South	Loading gauge enhancement	6.2
Buxton to Peak Forest	Enable operation of 2600t trains	4.0
Yorkshire Terminals Gauge Clearance (Route 1)	Loading gauge enhancement to Selby, Wakefield and Leeds terminals	>4
Oxford 3 Minute Headways	Capacity enhancement	4.1
F2N2: Felixstowe Branch Capacity	Capacity enhancement	>4
Northern Ports & Trans Pennine	Port of Liverpool related capacity enhancement	>4
GWML Gauge Enhancement sites	Loading gauge enhancement	2.7
Doncaster Immingham W12 Gauge	Loading gauge enhancement	>4

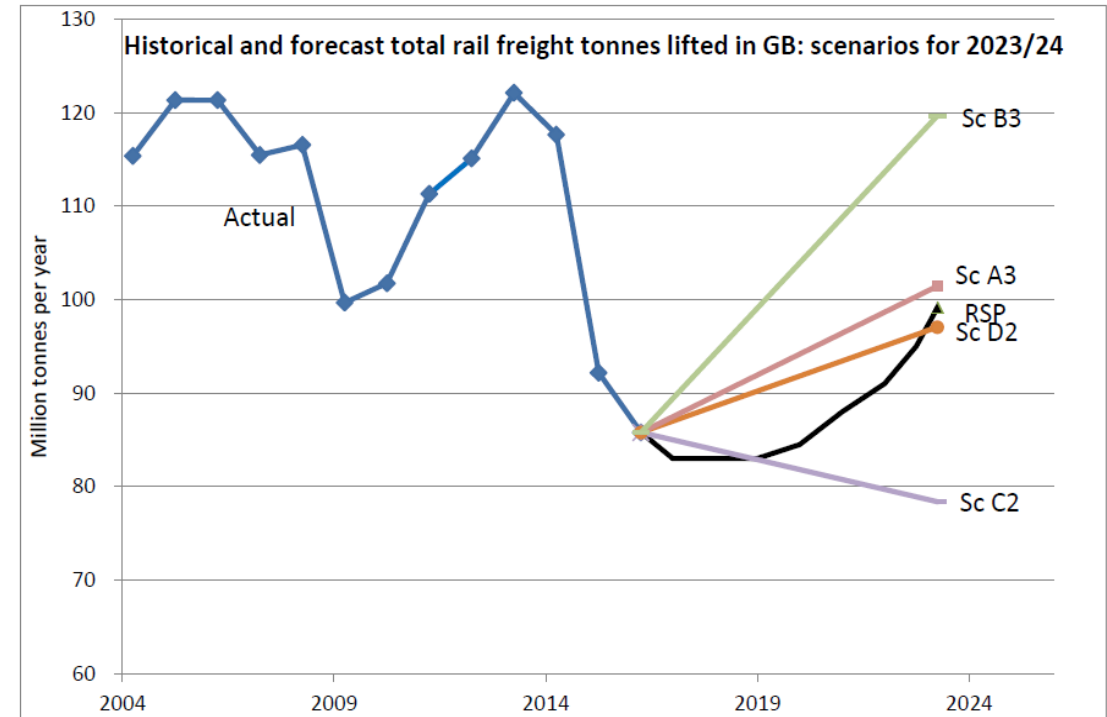
4.3 Growth forecasts employed in our CP6 plan

For the purposes of this strategic plan we adopted a single traffic forecast from which we derived the baseline income levels and so too inform our asset management plans and maintenance costs at more granular level across our Routes.

Our current view is that whilst there remain a number of key uncertainties there will be a broadly benign rail policy environment for CP6. In particular, both the UK and the Scottish governments have clearly expressed their support for rail freight, its benefits and continued growth. Moreover, our CP6 plan includes proposals for stable and sustainable track access charges and other initiatives to support rail freight growth. Funding to support freight enhancements in CP6 is very important, albeit any investment would most likely only support growth in the latter part of CP6 and into CP7.

Notably our forecasts recognise the timeframe associated with completion of those network capacity enhancements that will unlock forecast growth in rail freight volumes on certain key corridors. For instance; whilst the CP5/early CP6 Trimley Loop scheme enables +10tpd over the Felixstowe Branch, until the completion of capacity works further along the corridor at Haughley Junction, Soham and Ely, only a fraction of this traffic frequency uplift can be realised

Finally, given some of the uncertainties around the UK's economic growth prospects, due the effects of Covid-19 and to Brexit, and that ORR, DfT and Transport Scotland have not yet confirmed the position on freight track access charges or other elements of possible support, we are not able to finalise our CP6 forecast. For the purposes of this version of the CP6 plan, as shown in the graph below, we are assuming the average of the two pro-rail constrained scenarios (A3 and B3) and the two pro-road scenarios (C2 and D2). This is equal to 15.6 % total growth in freight lifted between 2016/17 and 2023/24. It is equivalent to 2.1 % growth per annum. We expect to provide greater clarity, in light of Covid and Brexit impact around March 2021 and will seek views of our customers and stakeholders to ensure we use the latest information to refine these future forecasts.



4.4 Priorities & Plans - Headlines

We continue to actively talk to customers and stakeholders about their business priorities and listen to their views. Combining these, with our own thoughts, we have set out these priorities and linked them with our CP6 settlement commitments, creating three key themes that help to prepare, plan and deliver for our customers and stakeholders.

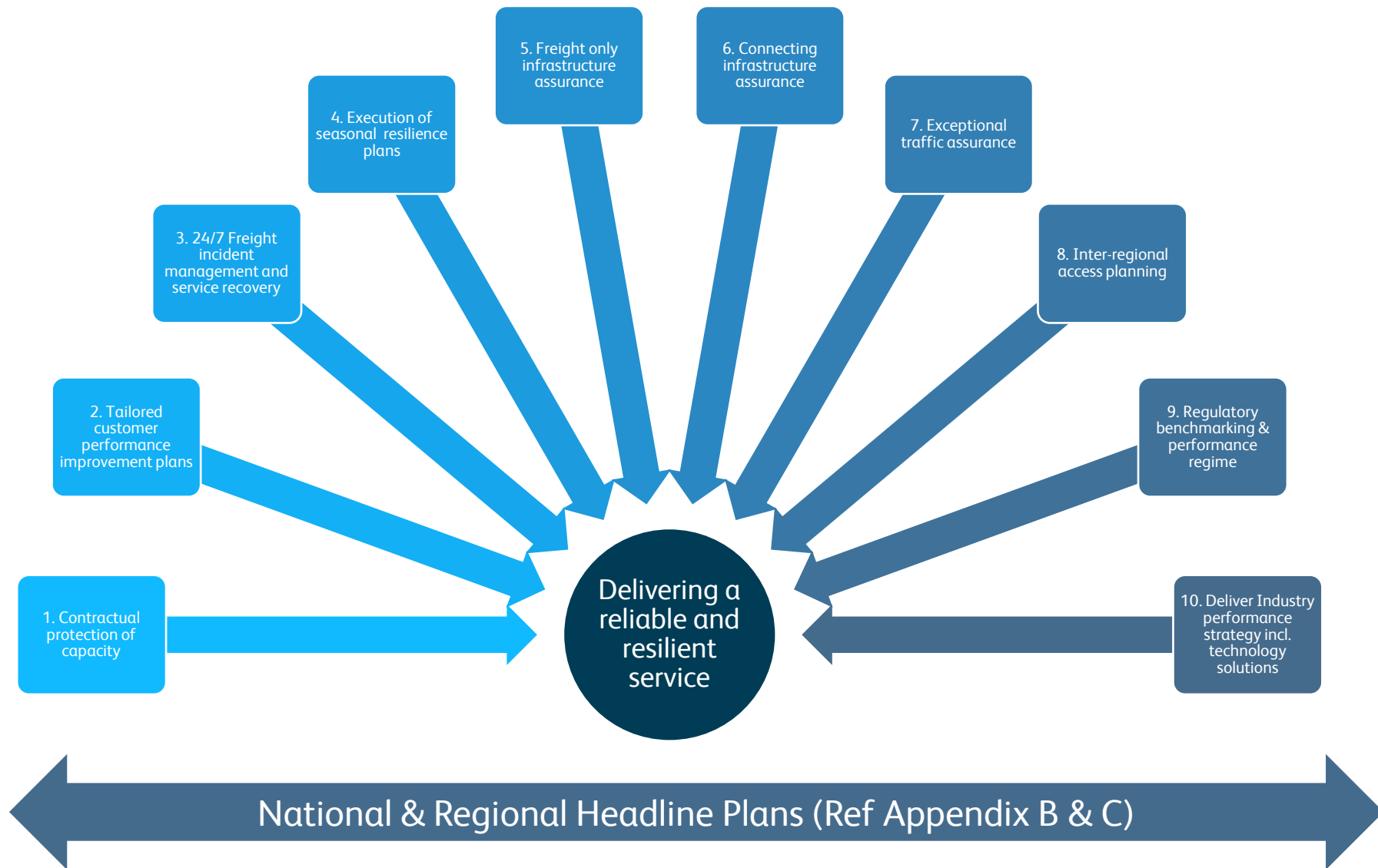
The three themes are:

- Delivering a reliable and resilient service
- Enabling sector growth
- A safer and more sustainable railway

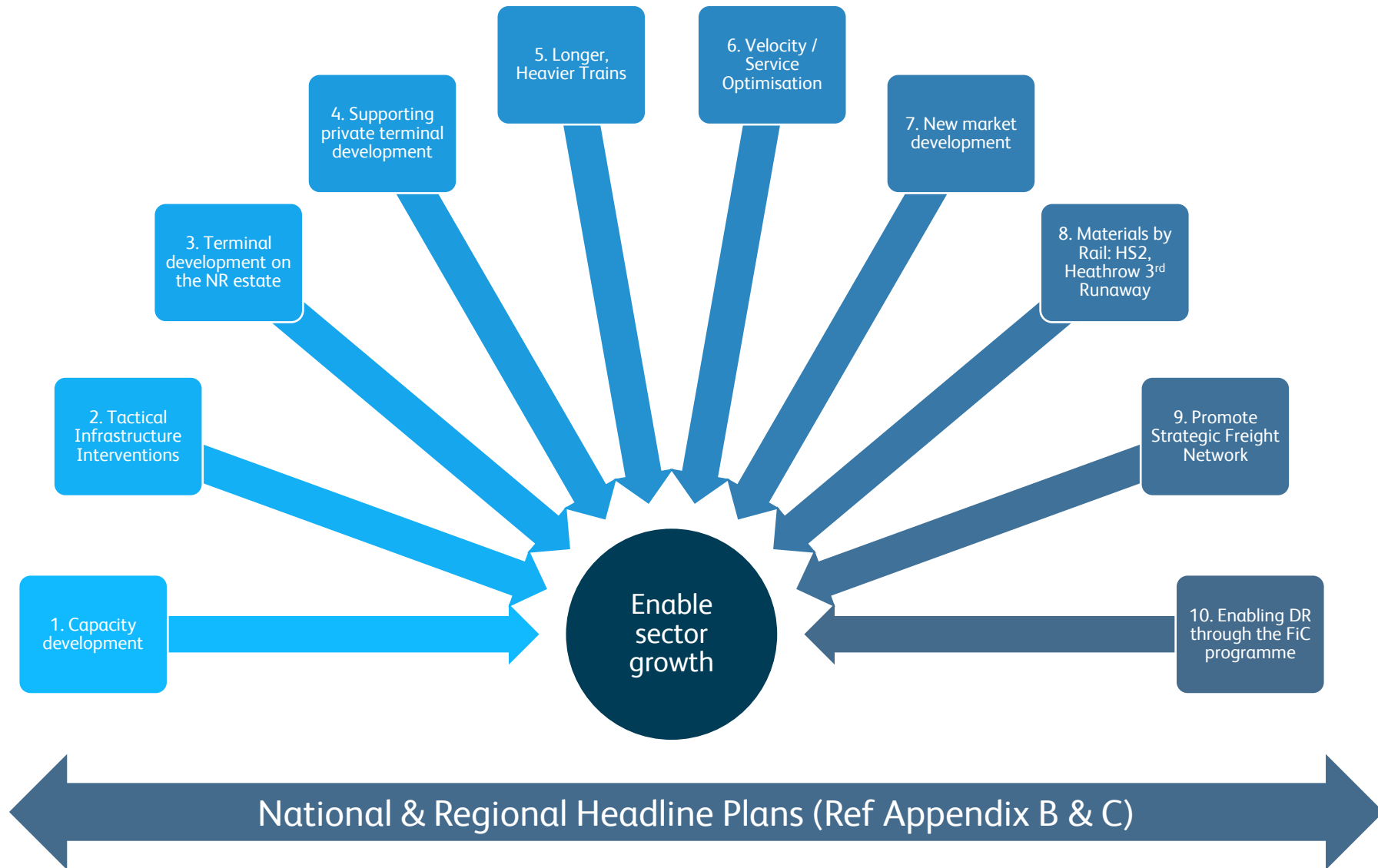
For each of the three themes, there are a number of key activities that help provide the focus, direction and delivery, that the Freight Team needs to work collaboratively with all stakeholders, internally and externally, to succeed. All of these themes require the whole Freight team to play their part and in many cases, working closely with regional and route colleagues, to provide the expertise and knowledge to enable the wider Network Rail business to understand our customer and stakeholder priorities and help with delivery of these.

Appendix B and C provide more detail on the plans and actions to deliver the themes and also issues from a regional point of view on the key priorities to help shape how the regions play a fundamental and crucial role in supporting in the outputs and deliverables for our customers and stakeholders

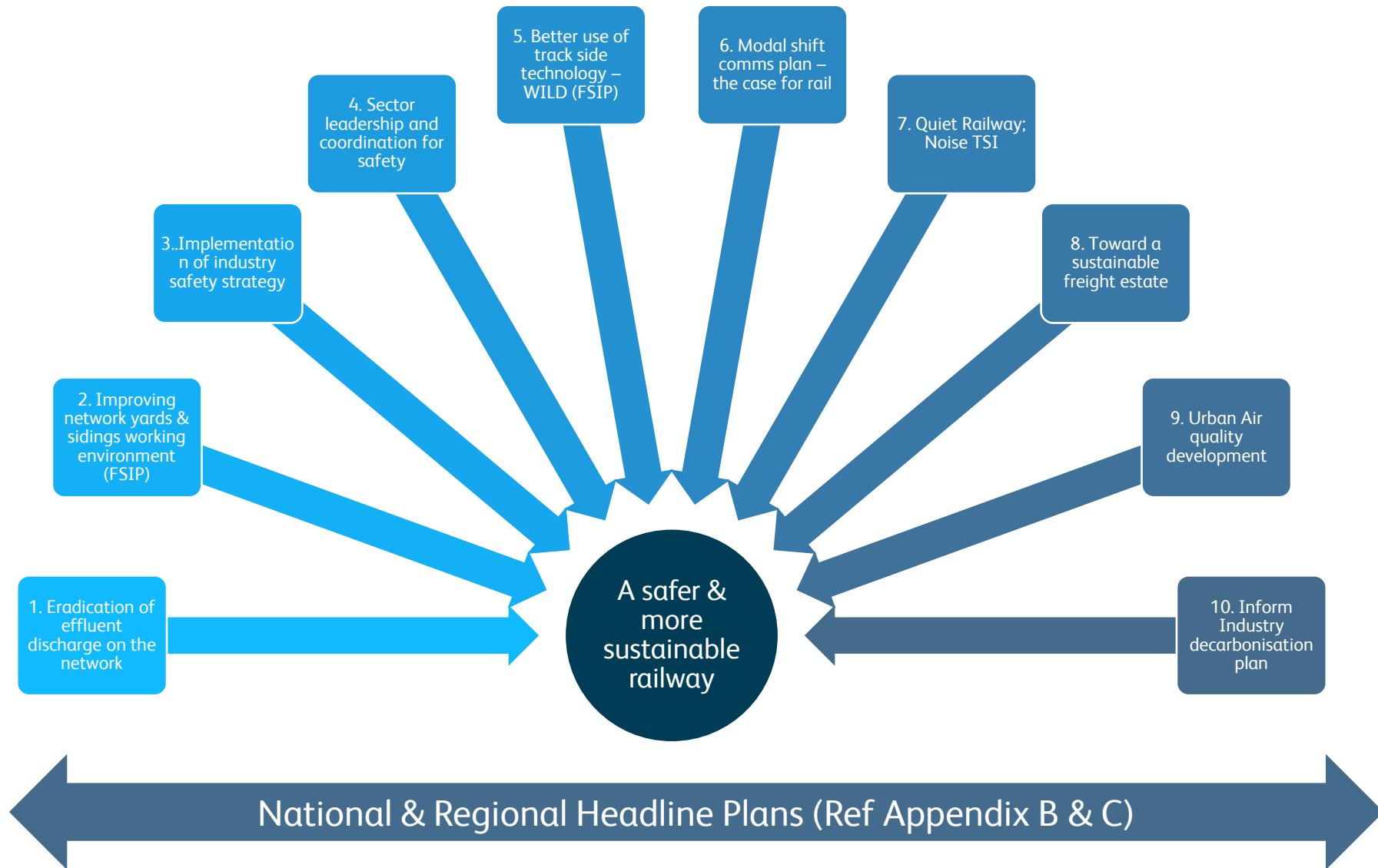
4.4.1 Delivering a reliable and resilient service



4.4.2 Enabling sector growth



4.4.3 A safer & more sustainable railway



4.5 ETCS

ETCS strategy

The delivery model for the ETCS Freight Cab Fitment Programme saw the Freight Team become the Client in May 2018. The wider freight engagement with the ETCS Programme is handled centrally through the Freight Stakeholder Group, which has alignment with:

- The changing nature of the DR programme and the need to ensure proper freight engagement in the development of Traffic Management, ATO, C-DAS as well as ETCS
- The role of the geographic routes and Route Project Boards
- The Freight Team’s “Client” role
- The ETCS Governance Framework

Due to the “go anywhere” nature of freight, the ETCS Freight Programme is a key enabler prior to any broader ETCS infrastructure deployment. As such the ETCS Freight Programme has been established, under the principles of Network Change, to prepare the FOCs to transition to ETCS businesses. The FOCs have been involved from the inception of the programme to ensure their end requirements are met. The programme is essentially in two parts:

- First in Class (FiC) vehicles to prove the design and integration of the ETCS onboard equipment to the vehicle and ensure the associated approvals are complete and the design, material supply and instructions are ready for fleet roll out - this part is more a design and development environment
- Fleet fitment rolls out the proven design to the fleet – this part is more of a ‘production’ environment

In support of the proposed infrastructure ETCS deployments, the current programme schedules the FiC from 2018 to 2024 with the fleet activity commencing 2022 to 2028. Should the infrastructure ETCS deployment plan demand a different vehicle delivery profile this will be change controlled into the ETCS Freight Programme. Associated with the vehicle fitments, the necessary business change activities within the FOCs also form part of the ETCS Freight Programme such as staff training and process and procedural updates.

ETCS (continued)

The programme is structured around 3 main agreements:

Freight Commercial Agreements (FCAs) between Network Rail and each FOC to set out the activities the FOCs will undertake to support their fitment programmes, the compensation framework and the maturity criteria by which responsibility for the on-board equipment transfers to the FOCs Supply Agreement for the provision of up to 21 ETCS FiC projects up to 2024 and fleet fitment of up to 745 vehicles between 2022 and 2028. IP Signalling has led the procurement of a turnkey contract to make the supplier responsible for delivery of a working solution, with approvals as far as they are legally and efficiently able.

Support Agreements which are tripartite between Network Rail, the ETCS supplier and the FOCs for the maintenance of the on-board equipment for 10 years (up to 25 years by exercising options). Responsibility for maintenance costs will transfer to the FOCs when the agreed criteria for system reliability and stability are satisfied.

The FCAs were signed in December 2017 as were the supply and support agreements which had been the subject of a tender competition. The FiC works is funded by a DfT Grant Offer and will deliver 20 FiC fitments and all designs. This will allow the fleet fitment to commence, and the associated FOC business change to be undertaken for East Coast Digital Programme (ECDP), with the expectation of East Coast “signals away” in December 2024. Further funding will be required for the remaining fitments to complete the project in 2028.

The ETCS (Heritage) fund allows the development of solutions to fit historic vehicles with digital on-board equipment so that current network access rights held by Charter and Heritage Operators are maintained. Work completed to date in conjunction with the Charter and Heritage community has shown that the application of ETCS to such vehicles is feasible and an outline programme spanning CP6 and CP7 has been developed to undertake a fitment programme which is reflected in this submission.

4.6 HS2 Materials by Rail (MbR)

For over two years, the Freight Team has had a dedicated person working with HS2 Ltd, our freight customers and end-users on maximising the contribution that rail can make to the construction of HS2. In August 2020, the HS2 Materials by Rail programme saw its first freight flow commence between the Peak District and Washwood Heath, the start of an initial campaign to deliver 235,000 tonnes of aggregates.

2021 will see the commencement of numerous freight flows across the network for HS2, including the transfer of spoil from the new Old Oak Common station to select deposition sites via Willesden Euroterminal freight hub. The Freight Team anticipates a peak of 24 loaded trains a day on the network in 2023/24 and is working closely with geographical Regions/Routes (especially NW&C) on the smooth introduction of these services.

The Freight Team chairs the 8-weekly NW&C industry stakeholder group on HS2 Materials by Rail and is seen as the lead party on all matters freight related on the project.

Previous collaboration with HS2 Ltd and its freight supply chain partners has focussed on timetable development but now, heading into 2021, joint working is now centred on operational issues and readiness

Caledonian Sleeper



Network
Services



Freight

5.1 Caledonian Sleeper

Business overview

Caledonian Sleepers operates sleeper train services between London and major cities across Scotland including Edinburgh and Glasgow. In 2015 the services were moved out of the Scotrail Alliance and became a standalone 15-year Franchise with Serco Caledonian Sleepers chosen by the Scottish Government as the new operator. The vision is for the Sleepers to be a modern, revitalised overnight travel and hospitality experience between Scotland and London.

With a mix of business and leisure travellers, the Caledonian Sleepers offers a rather unique passenger experience, being a mix of normal train travel coupled with “hotel-like” customer service. The services operate six nights a week between London and Scotland, serving London Euston, Glasgow, Edinburgh, Aberdeen, Inverness and Fort William.

The Caledonian Sleepers “Highlander” operates between London Euston and Fort William, Inverness, and Aberdeen. Services depart from Aberdeen, Inverness and Fort William with the 3 portions combining at Edinburgh into a single service to London Euston. In reverse, the service departs Euston in the late evening and divides at Edinburgh, with additional “day coaches” added to the Fort William portion.

The Caledonian Sleepers “Lowlander” operates between London Euston, Glasgow Central and Edinburgh Waverley. A late evening service departs both Glasgow and Edinburgh before combining to form a single service to London Euston with the exact same operation in reverse in each night.

Priorities

Essentially Caledonian Sleepers only run seven services per night. Any disruption, be it planned or unplanned, has a more immediate impact on their customers, performance and revenue, than might be felt by other more conventional passenger operators. Minimising disruption on the network is therefore a key priority to help to continue business growth and maximise the commercial impact of the introduction of the new fleet of trains.

While Caledonian Sleepers appreciate that Network Rail's possession and enhancement strategy often revolves around Bank Holidays (due to it being the least disruptive time for most day time passenger operators) Network Rail need to have cognisance of the fact that this is Caledonian Sleepers' busiest period and try to minimise the impact on its services.

The current Right Time Arrival at destination is a very challenging 80% for 2020/21 and remains flat for the rest of the franchise after this point. Caledonian Sleepers and Network Rail need to work closely to improve Right Time arrivals to achieve this consistently.

Co-ordination of the access plans across the Network Rail Routes is likely to be increasingly more difficult and Network Rail must ensure its plans leave a viable route available via either the WCML or ECML to facilitate the sleeper operating its nightly services.

Management of vegetation on the network remains a challenge. Vegetation in Scotland causes damage to rolling stock. RETB aerials which are required for signalling on the West Highland Line are very susceptible to vegetation strikes. This type of damage can cause significant delay to passengers and guests and cause reactionary delay on routes that are notoriously difficult to recover.

Network Rail acknowledges that HS2 works will have a significant impact on London Euston, Caledonian Sleepers' services and its customers. Caledonian Sleepers are committed to working with HS2 and all TOCs to improve customer satisfaction levels at Euston, while building works take place.

Recent enhancements between Inverness and Elgin have facilitated additional services. This, in conjunction with the introduction of HSTs and aspirations of an increased frequency of service on the Highland Main Line, means that the current practice of stabling in the station will not be feasible as a long term solution. A key focus for the coming year will be for industry partners to work together to develop the freight yard at Millburn in Inverness. This has been identified as both an immediate and long term solution for existing freight users.

Under our team's stewardship, particularly the FSDM monitoring and interventions, improvements have been made with 'on the night' action and help to overcome issues with other industry partners, as part of an 'Enterprise' approach that Caledonian Sleeper are keen to promote.

Charter Trains



Network
Services



Freight

5.2 Charters

Charters are important niche markets within the Freight portfolio. Their specialised requirements are recognised in having a dedicated management team.

- 1000 Charter Services operate across the network each year, with around 50 % of these being steam hauled. The market is diverse, ranging from:
- “High end” luxury dining and hotel services
- Days out to popular destinations
- Bespoke charters, e.g. for sporting events
- “Enthusiast” tours to appreciate specific locomotives or branch lines

There is an intensive seasonal peak, with around 70 % of services operating between May and September. A number of parties are involved in the supply chain, each of whom may attempt to engage with multiple parties within Network Rail. For example:

- Tour promoters who devise and market the product
- Charter Train Operators who plan and operate the train
- A third-party rolling stock and/ or loco owner may also be involved

Charter Train Operations bring a positive benefit to both the rail industry and to UK Plc . They:-

- Boost local economies by bringing tourism to key destinations across the network.
- Are high profile excursions using revered locomotives such as the Flying Scotsman and Tornado, create an empathy for the railway, which aids Network Rail’s profile
- The Jacobite, which operates between Fort William and Mallaig, is an international attraction, with many foreign tourists travelling on this service as part of their UK trip

Unlike other passenger operators, Charter Train Operators have Track Access Contracts granted by the ORR under General Approval. These give operators the ability to bid to run bespoke charter operations anywhere on the network, subject to network capacity and capability.

The 'go anywhere' nature of these rights, means that Network Rail has the challenging requirement to;

- Maintain published gauge capability over the entire network
- Undertake bespoke gauging for locomotives
- Keep the network free of vegetation encroachment

A twice yearly industry Charter Conference takes place, which brings together key stakeholders within the charter industry, to deliver a Charter Strategy, committed to a sustainable future for charters. This Strategy is the basis of the Freight team delivery to the charter industry through CP6.

The nature of Charter Track Access rights means paths can only be requested from Network Rail after other operators' firm rights have been planned. This can create uncertainty for the tour promoter who has to plan a service or programme many months in advance. Capacity Planning work hard with the industry to find solutions and in the majority of cases they are successful..

The main CP6 objective the creation of a Strategic Capacity Statement for charters. The output will be a catalogue of robustly performing paths, which are fully gauge cleared, and have further operational characteristics such as watering locations and vegetation clearance. In parallel, Network Rail is working on updating the rules applied to gauging steam locos, which means that fewer prohibits are now being issued. The intention is to provide annual certification for regular running locomotives over specific routes, which will reduce the volume of bespoke gauging clearance required.

In the summer months, the operation of steam services across the network can present the risk of lineside fires. The Freight team has established a 'Fire Risk Protocol' with geographic routes and Charter Train Operators, that describes the risk assessment process and mitigations to be put in place to reduce the risk of steam related fires.

Network Rail has a commitment to ensure effluent discharge is eradicated from the network. To achieve this our team worked closely with Charter Operators and rolling stock providers to find solutions which is challenging given the nature/age of heritage rolling stock, and the lack of depot discharge facilities. We proposed that the Network Change process would be the most appropriate to make the industry act to prevent the discharge of effluent onto Network Rail infrastructure. Network Rail Executive Committee endorsed the approach. We have consulted and established the Network Change on the 1st January 2020. It has entered Commercial Agreements with operators, who are now developing their delivery plans to comply with the Network Change. The timeline for full Charter Industry compliance is 31 March 2023.

Finance



Network
Services



Freight

6.1 Activities and expenditure

Cost and volume summary

This plan is predicated on the key assumptions laid out in Appendix D and will be impacted as these assumptions change

			CP5	CP6						CP7	
	Unit of Measure	Funded by	18/19	19/20	20/21	21/22	22/23	23/24	CP6	24/25	25/26
Other Renewals	£m	Renewals		0.4	2.8	6.4	7.4	7.9	24.8		
Total Renewals	£m	Renewals		0.4	2.8	6.4	7.4	7.9	24.8		
Digital Railway (FCA)	£m	Enhancements	2.2	2.8	4.9	14.7	43.4	56.1	121.8	48.4	47.1
Total Renewals + Digital Railway	£m	All	2.2	3.2	7.7	21.0	50.8	64.0	146.7	48.4	47.1

Other renewals relate to the Safety Improvement Programme supporting safety improvements for Freight, Charterers and National Passengers

There are no significant change to projects from delivery plan apart from some rephasing of Digital Railway to CP7

OPEX COSTS (post headwinds and efficiencies in cash price)									
	CP5 (£m)		CP6 (£m)					CP7 (£m)	
	18/19	19/20	20/21	21/22	22/23	23/24	CP6	24/25	25/26
Operations	5.4	5.3	5.1	5.9	6.0	6.1	28.5	6.3	6.4
CET Project	0.1	0.7	1.8	6.3	3.9		12.6		
Total Controllable Costs	5.5	6.0	6.8	12.1	9.9	6.1	41.0	6.3	6.4
Headcount									
Permanent	78.0	73.0	64.0	64.0	63.0	61.0	61.0	61.0	61.0
Contractors			3.0	3.0	3.0	3.0	3.0	3.0	3.0

Note that between FY20 to FY21 four roles for Cross country, two roles for Communications and two roles for Scotland have been transferred into other parts of the business.

Other than this transfer there are no other significant changes to CP6 forecast opex costs

6.2 Headwinds and efficiency

Cash Prices	CP6 (£m)					
	19/20	20/21	21/22	22/23	23/24	CP6
At current cost level	6.0	6.8	12.3	10.1	6.2	41.5
Headwinds			0.1	0.1	0.2	0.4
Efficiencies			(0.3)	(0.3)	(0.3)	(0.9)
Post Efficient Spend	6.0	6.8	12.1	9.9	6.1	41.0

6.3 Freight income

Cash Prices	CP6 (£m)					
	19/20	20/21	21/22	22/23	23/24	CP6
Freight and Charter Variable charge*	(56.4)	(50.2)	(60.7)	(70.8)	(80.1)	(318.3)
NPO Variable charge*	(1.8)	(1.3)	(1.4)	(1.7)	(1.7)	(7.8)
Schedule 4*	15.2	12.2	15.8	16.4	15.5	75.2
Schedule 8*	8.9	3.4	6.9	7.0	7.2	33.4
Connections Income*	(3.9)	(3.9)	(4.0)	(4.1)	(4.3)	(20.2)
Fixed Charge (FTAC, S4 ACS)	(4.2)	(4.4)	(4.8)	(4.9)	(6.5)	(24.9)
Total Income	(42.2)	(44.2)	(48.2)	(58.0)	(70.0)	(262.5)

* Traded out to geographic routes

Note that Cross Country Train income has been transferred to the National Passengers and Customer Experience team.

Overall (allowing for the Cross Country transfer) income is slightly higher than delivery plan over CP6. This is due to lower forecast Schedule 4 costs (based on lower 19/20 and 20/21 run rate) partially offset by a 20/21 and 2021/22 income reduction due to Covid-19.

6.4 Risks & Uncertainties

Area	Potential Range (Low - Spot - High)	Driver of Range																								
<p>Renewals</p>	<table border="1"> <caption>Renewals Potential Range Data</caption> <thead> <tr> <th>Year</th> <th>Low (£m)</th> <th>Spot (£m)</th> <th>High (£m)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>2020/21</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>2021/22</td> <td>3</td> <td>3</td> <td>7</td> </tr> <tr> <td>2022/23</td> <td>4</td> <td>4</td> <td>9</td> </tr> <tr> <td>2023/24</td> <td>5</td> <td>5</td> <td>9</td> </tr> </tbody> </table>	Year	Low (£m)	Spot (£m)	High (£m)	2019/20	0	0	0	2020/21	3	3	3	2021/22	3	3	7	2022/23	4	4	9	2023/24	5	5	9	<ul style="list-style-type: none"> - Under delivery of safety program due to project slippages - Overspend due to unforeseen costs
Year	Low (£m)	Spot (£m)	High (£m)																							
2019/20	0	0	0																							
2020/21	3	3	3																							
2021/22	3	3	7																							
2022/23	4	4	9																							
2023/24	5	5	9																							
<p>Support and Operations</p>	<table border="1"> <caption>Support and Operations Potential Range Data</caption> <thead> <tr> <th>Year</th> <th>Low (£m)</th> <th>Spot (£m)</th> <th>High (£m)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>6</td> <td>6</td> <td>6</td> </tr> <tr> <td>2020/21</td> <td>6</td> <td>7</td> <td>7</td> </tr> <tr> <td>2021/22</td> <td>8</td> <td>12</td> <td>13</td> </tr> <tr> <td>2022/23</td> <td>8</td> <td>10</td> <td>12</td> </tr> <tr> <td>2023/24</td> <td>6</td> <td>6</td> <td>9</td> </tr> </tbody> </table>	Year	Low (£m)	Spot (£m)	High (£m)	2019/20	6	6	6	2020/21	6	7	7	2021/22	8	12	13	2022/23	8	10	12	2023/24	6	6	9	<ul style="list-style-type: none"> - CET project uncertainty including project slippages and increased volume risk - Increased complexity of market requiring additional resources
Year	Low (£m)	Spot (£m)	High (£m)																							
2019/20	6	6	6																							
2020/21	6	7	7																							
2021/22	8	12	13																							
2022/23	8	10	12																							
2023/24	6	6	9																							
<p>Income</p>	<table border="1"> <caption>Income Potential Range Data</caption> <thead> <tr> <th>Year</th> <th>Low (£m)</th> <th>Spot (£m)</th> <th>High (£m)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>36</td> <td>36</td> <td>36</td> </tr> <tr> <td>2020/21</td> <td>35</td> <td>38</td> <td>39</td> </tr> <tr> <td>2021/22</td> <td>35</td> <td>48</td> <td>48</td> </tr> <tr> <td>2022/23</td> <td>38</td> <td>59</td> <td>59</td> </tr> <tr> <td>2023/24</td> <td>43</td> <td>71</td> <td>71</td> </tr> </tbody> </table>	Year	Low (£m)	Spot (£m)	High (£m)	2019/20	36	36	36	2020/21	35	38	39	2021/22	35	48	48	2022/23	38	59	59	2023/24	43	71	71	<ul style="list-style-type: none"> - Freight Traffic demand uncertainty with impact of Covid 19 - Schedule 4 uncertainty related to access plans - Performance uncertainty may affect Schedule 8
Year	Low (£m)	Spot (£m)	High (£m)																							
2019/20	36	36	36																							
2020/21	35	38	39																							
2021/22	35	48	48																							
2022/23	38	59	59																							
2023/24	43	71	71																							

Appendix A

Stakeholder Management



Network
Services



Freight

Stakeholder engagement

Our approach to stakeholder engagement reflects the fact that our team is different. Our customer and stakeholder base is uniquely varied ranging from freight operators, Caledonian Sleeper, Charter Operators, through industry third parties (such as ports and shippers and manufacturers) to Governments, the regulator and other public bodies. Our internal stakeholders include the Regions/Routes and other Network Rail functions.

Engaging with our stakeholders is an essential part of the day to day business of our team. It provides us with valuable insights that help us to better understand our customers business needs and helps us to manage their expectations.

Our engagement with our stakeholders to date has allowed us to continue to produce a far-reaching and ambitious plan. Our collaborative approach to planning has enabled us to deliver our plan. We have set out in the strategic plan, transparency, honesty and positive engagement has been, and will continue to be our approach. Throughout the process we will continue to refine and adapt our engagement and approach based on feedback from our customers.

We have strengthened and introduced a quarterly report for all our customer accounts, which lists key customers priorities It allows us to focus, record and monitor our delivery to customers throughout the year, and also to manage engagement and communication at different levels in NR and our customers' organisation of "what we are doing. The priorities are updated on a quarterly basis with our customers and reviewed at the Level 1 and 2 customer meetings.

The ongoing key priorities are summarised in the table below

Stakeholder Priorities	
Safety	Maintaining a safe rail network
Performance	Deliver train service performance that meets customer expectations and regulatory targets
Cross-Region/Route challenges	Access, best practice sharing, consistency and joined-up planning and delivery
Efficiency/value for money	Network Rail needs to be more efficient and provide value for money
Growth	Developing and growing passenger and freight services
Regions/Routes	How freight team will interact and work with the Regions/Routes
Capacity	The need to increase and protect capacity
Capability	Maintain and improve the capability of the network including diversionary routes
Journey Time Improvements	Developing journey time improvements for passenger and freight services

Appendix B

Milestone plan and tracker



Network
Services



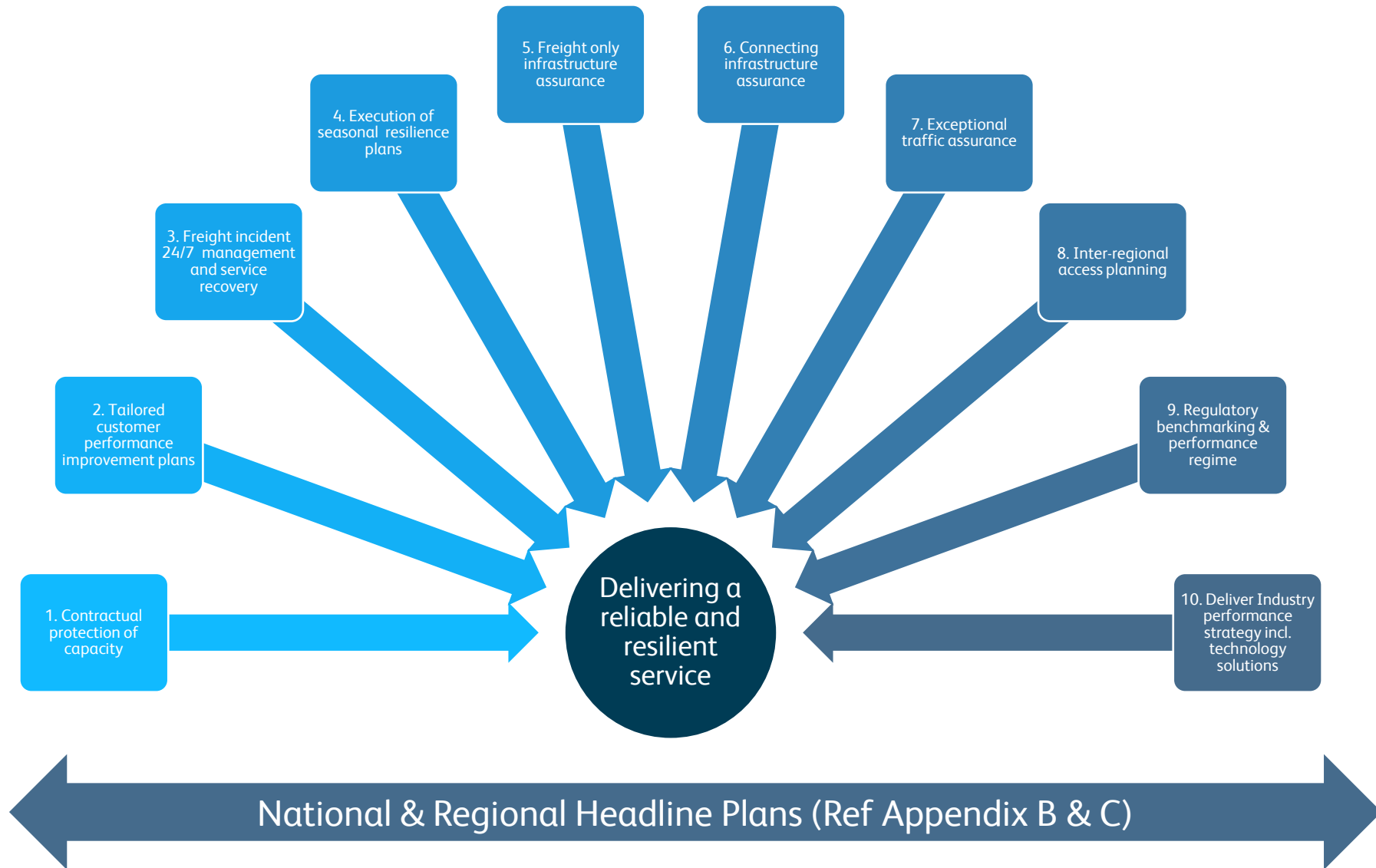
Freight

Business Plan - Tracker update at 26/03/2021



CP6 Business Plan Category	No of milestones	Completed	Work in Progress
Delivering reliable and resilient service	47	33	14
Enabling sector growth	36	10	26
A safer and more sustainable railway	27	15	12
Total	110	58 (53 %)	52 (47 %)

Delivering a reliable and resilient service



1. Contractual protection of capacity

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Develop options for the contractual protection of charter paths	Charters CRE	01/03/20	The proposals were made as part of the option development for securing Strategic Capacity for Charters. At the Spring 2019 conference (3/4/19) options discussed and agreed there is currently no appetite within the wider industry to pursue the proposals further.	Complete
2 Customer teams to actively encourage operators to apply for access rights at the earliest opportunity to protect flows of existing traffic and protect capacity	HoCRM	31/12/20	Embedded as BAU with the introduction of Rail Freight Policy Manager permanent role.	Complete
3. Develop an approach with stakeholders to review Strategic Capacity's standing in the decision criteria within the network code	HoSC	01/06/20	This milestone is shown as completed as this is an RDG led project of which we are one of the invited members. It is still ongoing an meetings take place every couple of months.	Complete
4. Develop a Divestment framework which holds NR harmless and our customers cost neutral	HoCRM	31/12/20	Lessons learnt from both Jarrow Branch and CVL transfers, embedded as BAU for any future divestments with the introduction of Rail Freight Policy Manager as permanent role.	Complete

2. Tailored customer performance improvement plans (1)

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Identify key locations with our customers where Right Time Departures require improvement. Establish targets and actions to be taken which will deliver the required step change, monitor and feedback through quarterly review process and include in operator performance strategies.	HOP	31/12/20	We have identified key locations and incorporated into our current performance strategies. This is now a BAU activity as targets in place and will be reviewed and updated on a quarterly basis	Complete
2. Carry out an annual joint performance review with the freight operators to align customer objectives with the performance strategy.	HOP	30/05/20	Annual joint performance review undertaken with key customers and performance strategies agreed, where appropriate	Complete
3. Produce analysis that highlights trends at route level which impact our customers and work with the routes to address these through regular performance meetings.	HOP	30/06/20	Analysis complete, meetings in place to manage performance improvement. The meeting are now part of our BAU activity. We will continue to monitor this as there are some Regions where further improvement required	Revised completion date 30/06/21
4. Identify headcodes that fail FDM due to issues with the Working Timetable (WTT) or Short Term Plan (STP) schedules and work with capacity planning to resolve them through our quarterly meetings.	HOP	31/03/20	Rise in STP/WTT issues. Deep dive analysis required to identify causes. Action plan to be created once cause identified.	Revised completion date 30/04/21

2. Tailored customer performance improvement plans (2)

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
5. Identify the root cause for A2F failures on route and identify opportunities to manage/reduce these.	HOP	28/02/20	A2F performance is on an upward trend due to a quieter network. Monitoring is in place and action is being taken wherever a trend is identified. Ongoing, now a BAU activity.	Complete
6. Identify worst causes of Freight Operating Company (FOC) on Train Operating Company (TOC) delay and work with the operators to address these.	HOP	28/04/20	We have identified worst causes of delay and have worked with Operators to address these. Due to Covid and changes in traffic volumes - delay has been at an all time low More recently traffic volumes have increased and FOC on TOC delay is rising due to fleet issues. As part of BAU, we continue to monitor and work with FOCs to identify causes and develop improvement plans as required.	Complete
7. Develop, agree and implement the detail of a performance strategy with each Charter TOC	Charter CRE	01/06/20	Covid has meant that Charter services have been very limited this year. We will review requirements on an ongoing basis, however Charter performance has generally been really strong (approx. 90 % time to 10 mins at destination). Improvements will form part of BAU activity	Complete

3. Freight incident 24/7 management and service recovery

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Mendip Flow monitoring – bespoke arrangements to be agreed for monitoring and management of the Mendip contract flows under new haulier Freightliner	Ops & Safety Manager /HOP	31/03/20	Contract transfer completed and new services established. Mendip performance delivery being addressed as part of tailored customer performance improvement plans	Complete
2. Freight train rescue protocols (including resource hire process) to be reviewed	Ops & Safety Manager	01/06/20	Process review has been completed. Protocols have been amended with the NOC and Finance	Complete
3. Effectiveness review of FSDM role at delivering customers needs to be undertaken with each of the four major FOCs – leading to recommendations for future development.	HoNM	01/06/20	Review completed. Some improvements made around communication with stakeholder and processes in place to strengthen influencing between FSDM and NOC and Route Control. This has now part of BAU activity	Complete
4. Engagement of Current Ops Manager (COM) Group and Route COMs to understand current experiences of freight delivery and FSDM role and agree areas for improved collaboration	HoNM	31/07/20	HoNM now a regular attendee at COM group and establish key areas to strengthen collaboration.	Complete

4. Execution of seasonal resilience plans

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Work with the Regions/Routes and our customers to understand the impact of seasonal related issues and work together to reduce the impact on our customers operations and the wider network.	HOP	31/12/20	The Key Routes Strategies (KRS) in place with Regions and reviewed regularly. This is BAU activity	Complete
2. Autumn Review – Deliver annual autumn performance overview to our customers, identify areas for improvement.	HOP	07/01/20	Autumn review delivered. Initiatives identified.	Complete
2a. Autumn Review - Create action plans and track through to completion.	HOP	30/10/20	Autumn planning is part of our BAU annual activity and is part of the Seasonal Planning	Complete
3. Raise seasonal concerns on behalf of our customers through the Seasonal Challenge Steering Group (SCSG).	HOP	30/09/20	Seasonal Weather Steering Group (SWSG) set up – meets regularly with FOC's to develop and implement industry wide seasonal plans. This is now BAU activity	Complete
4. Autumn Performance Agreement – Amend agreement where required and obtain sign-off from all Freight Operators.	HOP	31/08/20	Autumn performance agreements signed with customer 20/21. These are reviewed and updated as part of the Autumn preparedness planning cycle. This is part of BAU activity	Complete

5. Freight only infrastructure assurance

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Benchmark outputs of 'Freight Only' lines per each Route (gauge, speed, capacity, RA)	SRFM	31/03/20	Southern complete. Finding indicate primary area of concern involves HAW and separate work has commenced.	Complete
NEW Create regularised code of practice for off network track maintenance with industry	HoNM	30/12/21	Discussion with Head of Track to consider next steps with FO infrastructure standard. Create a working group to develop code of practice involving FOC's FEU and private track maintainers. First meeting to be scheduled in early 2021	Work in progress
2. Review benchmarked outputs and with Route Asset heads including understanding of infrastructure risks	SRFM	31/07/20	Process normally operates via RSPG with SRFM representation. Supplementary traffic data is also supplied in Scotland in support of HLOS reporting requirements	Complete
3. Review any Short Term Network Change Freight Only Routes with FOCs and seek to regularise status incl potential for full Network Change	SRFM	30/06/20	Reviewed and plan to regularise status of the following :- Machen Quarry Branch reinstated for traffic following STNC. Middlewich Branch – HAW bridge work to be completed Nov 20. Catford loop - HAW work completed and capability restored Process has been established and is ongoing. This is also linked to HAW work,	Complete
4. Agree forum and regularity of sharing tonnage and traffic changes with RAM/TME	SRFM	31/07/20	Process normally operates via RSPG with SRFM representation. Supplementary traffic data is also supplied in Scotland in support of HLOS reporting requirements	Complete

6. Connecting infrastructure assurance

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Initial overview and support NR TME's in completion of SIN 184 and boundary checks per Route/Region	HoNM/ SRFMs	28/02/20	SIN184 boundary benchmarking SINAC 1 – completed 30 October. Agreement of all new boundaries with 3 rd parties SINAC 2.1 by April 21. Work prioritisation as result of Covid has resulted in revised completion date.	Revised completion date 30/06/21
2. Work with Connections Manager to review existence and accuracy of Connection Agreements at commercial freight sites	SRFM and team	31/05/20	Review complete and regular meeting in place between Route Freight and Connections team. Prioritised list established by Region.	Complete
3. Complete Safety Tour Programme to sites as agreed with customers 2019/20 and 2020/21	SRFM and team	31/03/20	Safety Tours set for 20/21 and new virtual safety tours being conducted during Covid. This is a BAU activity	Complete

7. Exceptional traffic assurance

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Support the development of an interactive digital map for freight related network capability	HoSC	30/04/21	This activity forms part of the project being undertaken by Hull University, which is seeking additional funding. Due to Covid project delayed.	Revised completion date 31/12/21
NEW – Trust download project – allow better understanding of frequency of traffic flow	HoNM	30/09/21	Funding available and scope being developed	Work in progress
2. Issues plan to upgrade RT3973 freight documentation forms and Freight Loads Book to a digital format	HoSC	30/04/20	This activity forms part of the project being undertaken by Hull University, which is seeking additional funding. Due to Covid project delayed	Revised completion date 31/12/21
3. Undertake a review of the business interfaces related to vehicle compatibility and gauging with the objective of creating a proposal for a more streamlined process	HoSC	01/06/20	Two workshops have been held in 2021 with freight operators and central compatibility team to see where the process can be streamlined and improved	Revised completion date 31/05/21
4. Conduct a review into our responsibilities to maintain structures to published capability versus derogations provided for in Heavy Axle Weight freight documentation	HoSC	01/04/20	We have started this piece of work and have held two cross industry workshops, including the ORR in late 2020 and March 2021. Further internal workshop with Regions being scheduled aimed to inform and understand Regional issues.	Revised completion date 31/12/21
5. Develop with System Operator, freight specific eLearning packages for Production teams	HoSC	31/11/20	Due to Covid project delayed. Scope of work under review.	Revised completion date 31/03/22

8. Inter-regional access planning

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. We plan to re-organise the national deconfliction meetings to dedicate 1 quarterly session to freight with the objective of improving cross-boundary operations	HoSC	01/06/20	Progress has been made to improve the national deconfliction meeting with FOC's and Regions heavily involved in this process. This is now incorporated as BAU activity	Complete
2. Develop an engagement plan i.e. meeting structure with FOCs to improve the level of input with the objective of developing more informed maintenance access plans	HoSC	01/06/20	Progress has been made to improve the national deconfliction meeting with FOC's and Regions heavily involved in this process. This is now incorporated as BAU activity	Complete
3. Develop a guide to freight access to ensure initiatives become business as usual and sector requirements are better understood by our Regional partners	HoSC	31/12/20	Initial work done. Currently reviewing scope to ensure output is reflective of the dynamic nature of our customer business.	Revised completion date 31/12/22

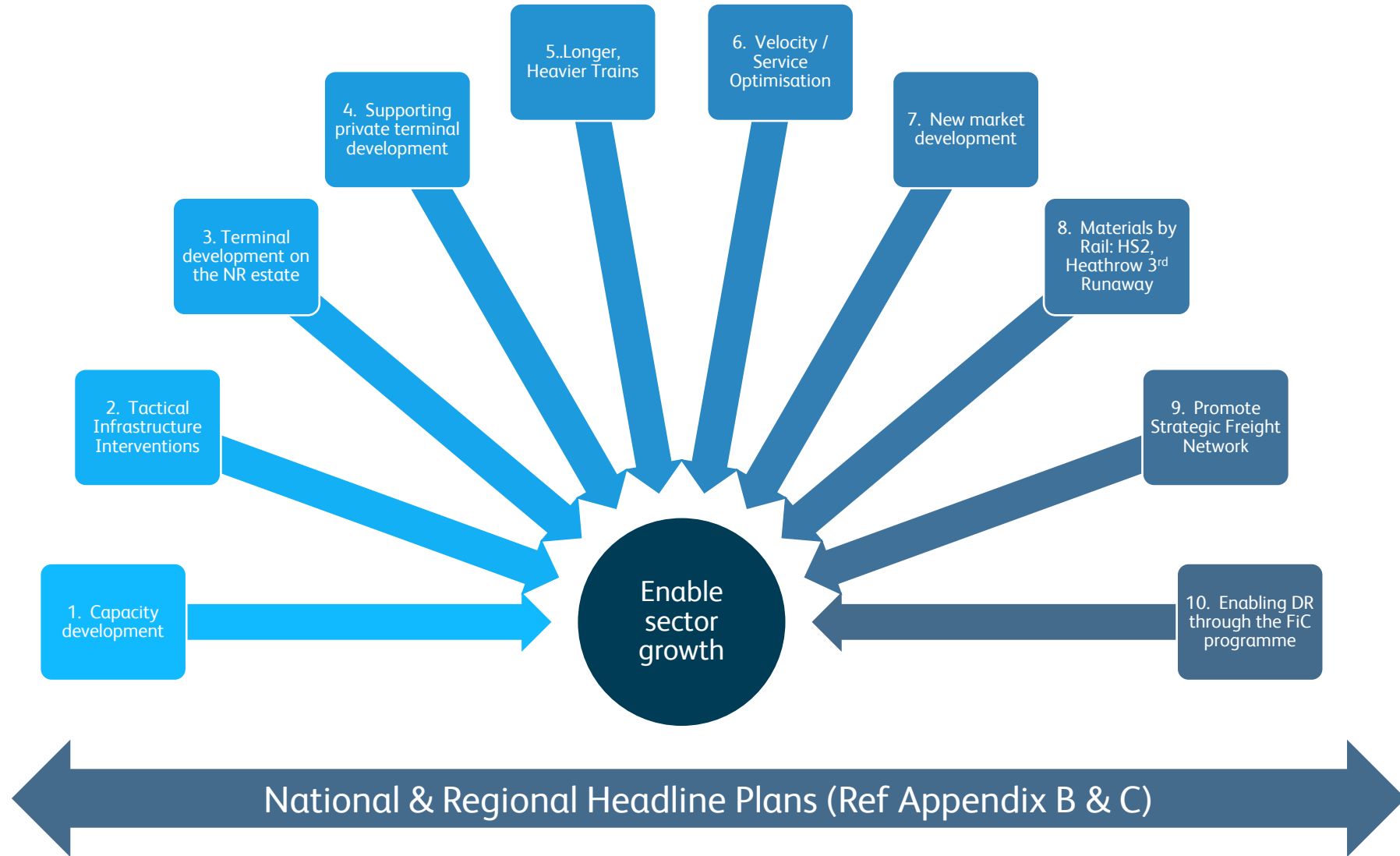
9. Regulatory benchmarking & performance regime

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Scorecards - R-FDM targets calculated and shared with Regions/Routes. Awaiting RF11 sign-off	HOP	31/01/20	R-FDM targets were provided to the regions for RF11 submission. Cyclical process and part of BAU	Complete
2. Regular performance analysis undertaken, issues identified and raised with routes in performance meetings with actions identified and tracked until improvement is delivered.	HOP	05/04/20	Performance meeting held regularly with Routes/Regions. Performance trends discussed and improvement plans developed and implemented, as required. This is part of BAU activity	Complete
3. Review and update governance structures to reflect changes in the organisation which affect how we address performance issues in the regions/routes.	HOP	28/02/20	Meeting structures in place which deliver across the network and provide robust performance governance.	Complete
4. Scorecards – New cancellation metrics being worked through to enable measurement on scorecards for 2020.	HOP	17/01/20	Cancellations scorecard metric targets delivered for RF11 submission. Cyclical process and part of BAU	Complete
5. Operator specific FDM targets are being calculated to enable a more transparent view of Network Rails performance for it's customers.	HOP	31/01/20	Targets calculated and shared with CRE's for inclusion in customer scorecards. Cyclical process and part of BAU	Complete

10. Deliver Industry performance strategy - technology solutions

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Address wider industry performance issues and delivery key messages through the "Freight Industry Performance Group" (FIPG).	HOP	31/12/20	Freight Industry Performance Group“(FIPG) meeting set up and reviews wider performance issues. Key issues are reviewed and industry wide initiatives implemented	Complete
2. Work with our customers to identify improvement opportunities that enable the industry to deliver our CP6 Arrivals to Fifteen (A2F) target of 87 % by 2024.	HOP	31/12/24	Working on contractual options with operators which allow for delay penalties to be passed back to FEUs if they cause FOC delay. Mendip improvement plan also driving improved A2F.	Work in progress
3. Freight Data Services Project (FDS) - Work with I.T. to establish a method of delivering data through a single information feed to enable real time management of freight services and drive performance improvement.	HOP	31/12/20	Scope reviewed and decision made that this cannot be progressed due to current IT system incompatible with project requirements	Complete
4. Mobile Consist App (MCA) - Identify if we can enhance the app’s functionality to deliver greater performance benefits and decrease the risk of industry delay caused by the late departure of freight services.	HOP	31/12/20	Progress has been delayed due to Covid. Scope under review	Revised completion date 31/12/21
5. Work with the project team to ensure the TOPS replacement strategy addresses the future needs of the freight industry.	HoNM & HOP	31/12/24	Regular meeting with NR IT to establish future system requirements.	Work in progress
New – Business objects system will decommissioned at the end of CP6. Develop processes to extract data from the TRUST to enable business/ORR performance reporting	HOP	31/12/24	Freight performance team part of the NR working group to develop a solution.	Work in progress

Enabling sector growth



1. Capacity development

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. New paths to be developed on the key routes highlighted in the Strategy for Strategic Freight Capacity document based on the gap between existing freight paths and future requirement	HoSC	31/03/24	Analysis for Felixstowe line completed	Work in progress
2. Expand team in Capacity Planning to support growth by providing planning capability to business development team	HoSC	01/04/20	A resource is funded for the next 6 months and started when Covid 19 issues needed some key work undertaking to explore 'longer & heavier' services in May 2020, this activity needs reviewing in Sept 2021	Work in progress and next review 30/09/21
3. Develop with System Operator eLearning packages on Strategic Capacity for production teams	HoSC	31/11/20	Due to Covid project delayed. Scope of work under review.	Revised completion date 31/03/22
4. Promote with DfT the derivation and adoption of new economic model for objective determination of capacity award (freight 'v' off peak passenger path allocation)	HoFD	31/12/20	We have promoted- and ownership is with RDG, with support from NR	Complete

2. Tactical Infrastructure Interventions

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Darlington loop stretch (providing 775m standage for Teesport / ECML W10 traffics)	HoFD	30/06/20		Complete
2. Angerstein Branch Remodelling (provide for longer trains and reduced North Kent Line operation)	HoFD	31/03/24	Paused pending spending review outcome. Alternative developer led proposal being explored.	Work in Progress
3. Identification of London area bulk traffic stabling facilities for between-service wagon set layover	HoFD	31/03/22	Forthcoming Aggregates Sector Strategy will formally document sector demand for this. We are focused on developing same at Willesden Brent.	Work in Progress
4. Targeted structure enhancements to address RA10 related speed restrictions	HoFD	31/03/24	Now wrapped up in wider RA10 initiative. SOEF funded scheme for Glynde Viaduct in play.	Work in Progress
5. Rylstone quarry line capacity enhancements (unlocking frustrated traffic capacity)	SRFM Eastern	31/03/22	SOEF funding secured, project solution now in development by Eastern Region.	Work in Progress

3. Terminal development on NR estate

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Identify freight estate development opportunities (new sites / intensified existing site) to address understood emerging market demand; progress site design and delivery toward realisation of additional traffic volume & lease income to match CP6 settlement targets.	HoFD	31/03/24	Notwithstanding team resource limitations, we have some 40+ identified opportunities in progression nationwide predominately in the construction sector, for example: Tuebrook; Hanson, due Q1 2021 Small Heath; Cemex, due Q2 2021 West Drayton; Tarmac & Cemex, due Q4 2020 Renwick Rd Barking; Biffa, due Q3 2021	Work in Progress
2. With property team, develop pilot proposals for mixed use development of freight sites, including urban logistics hubs (with latent rail connectivity to support potential express freight operations) – 21 st century freight stations.	HoFD	31/03/24	PPF reorg of property stymied progress; however now back on track with outline plans completed for Willesden Distillers development – proposed pioneer rail served urban logistics hub. Market testing and seeking development partner next.	Work in Progress
3. With property team, develop opportunities for freight estate expansion through selective acquisition to support target traffic growth.	HoFD	31/03/24	Recognising post spending review funding constraints, now pursuing tactical site by site JV options with DBC.	Work in Progress

4. Private strategic rail freight interchange developments

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Northampton Gateway (Segro) – sponsor oversight	HoFD	31/03/24 Changed to 31/12/22	Positive engagement between NW&C sponsorship team and Segro, diarised programme review meets, with a view to achieving first train ops in 2023.	Work In Progress
2. Hinkley SRFI – planning statement & scheme advocacy, sponsor oversight	HoFD	31/03/24	Work underway – pre planning application	Work in Progress
3. Four Ashes SRFI – sponsor oversight	HoFD	31/03/22	Positive engagement between NW&C sponsorship team and Kilbride, GRIP work progressing apace.	Work in Progress
4. East Midlands Gateway – support in pathing, promotion of associated SFN gauge scheme	HoFD	31/03/20		Complete

5. Longer, Heavier Trains

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Account teams to continue to encourage SPRs with their customers to trial longer/heavier trains, increasing tonnage and helping achieve the estimated/expected CP6 15.6 % growth target	HoCM	31/3/24	Regular communications through the customer teams to encourage SPRs with customers has been promoted and now is part of business activity	Complete
2. Review the Service Plan Review process with the objective of creating a more streamlined approach	HoSC	01/02/20	We have revised the Service Plan Review process to create a more customer-friendly streamlined approach to increasing the length and weight of trains in the timetable. The exercise has proved a great success with over 25 operational trials concluded so far. We have embed this initiative into BAU procedures	Complete
3. Launch 'Plan, Do, Check, Act' techniques for SPR process with the objective of driving continuous improvement to the process	HoSC	01/06/21	Updated baseline date as it was 01/03/20 to allow process to allow time for process to work and then apply technique. A further review will take place Sept 2021.	Work in progress
4. Identify funding for technical study WLL coupling strength limit easement to permit 3000+t operations	HoFD	31/12/21	This has resulted in a new model for calculating coupling strength trailing weights, and so opportunities enhanced trailing weights, pending RSSB approval.	Complete

6. Velocity / Service Optimisation

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Identify opportunities to reduce journey times by optimising headcodes/flows specified by FOCs	HoSC	31/03/24	Some customer flows have seen a reduction end to end journey times. Further opportunities will be considered post stabilisation of WTT and update will be given	Work in progress
2. Work with SO and stakeholders to provide SRTs where gaps exist and for new flows or stakeholder requirements. List the priorities and co-ordinate with milestones with SO colleagues	HoSC	31/03/24	Some SRT improvements have been made with other still in progress. Further opportunities will be considered stabilisation of WTT and update will be given	Work in progress
3. Identify opportunities to re-classify wagons to reduce journey time	HoSC	31/12/20	Due to Covid and work prioritisation this activity has been paused	Revised completion 31/10/21

7. New market development

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Interpret emerging market demand to inform freight estate development and freight network enhancement priorities.	HoFD	31/03/24	New traffic generating facilities established in CP6 thus far include: Luton Leagrave, Leicester Humberstone Rd, Newhaven Marine. West Drayton, Bordesley, Chessington South and Plumstead to be realised through 2021/22.”	Work in progress
2. Encourage new market uses for otherwise underutilised estate; i.e. rolling stock storage, express freight, lineside loading etc ‘infill’ activities that contribute to traffic and lease income targets.	HoFD	31/03/24	Our first dedicated Rolling Stock Storage facility went live in under lease in Q2 2021 at Peterborough Westwood Yd. Lineside loading system for china clay slurry established at Spalding.	Work in progress
3. Promote rail-freight offer and estate / network capabilities to external audience; speaking at industry events, pro-railfreight lobbying and policy derivation with DfT. Advice to rail-curious parties.	HoFD	31/03/24	Presented at virtual UKMPG conference Nov '21. This BAU activity for opportunities as they arise and is key part of the business	Complete
4. Develop site signage branding of NR Freight Estate and seek to promote site availability to wider non-rail audience of prospective tenants.	HoFD	31/12/22	Design produced, will roll out to new sites, funding permitting	Complete

8. Materials by Rail: HS2, Heathrow 3rd Runaway

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Business implementation (sector engagement, timetable development, regional interface and security of rights) of HS2 materials by rail for Phase 1 start-up	HoSC	31/03/24	Lead on timetable development for material by rail programme –phase 1. Lead Route engagement on MbR risks, where necessary. Access rights yet to be agreed with Regions	Work in progress
2. Business implementation (sector engagement, timetable development, regional interface and security of rights) of HS2 Phase 2	HoSC	31/03/24	No work has started on this as Govt yet to sign off	Work in progress
3. Business implementation (sector engagement, timetable development, regional interface and security of rights) of Heathrow 3rd Runway	HoSC	31/03/24	No work has started on this as Govt yet to sign off	Work in progress

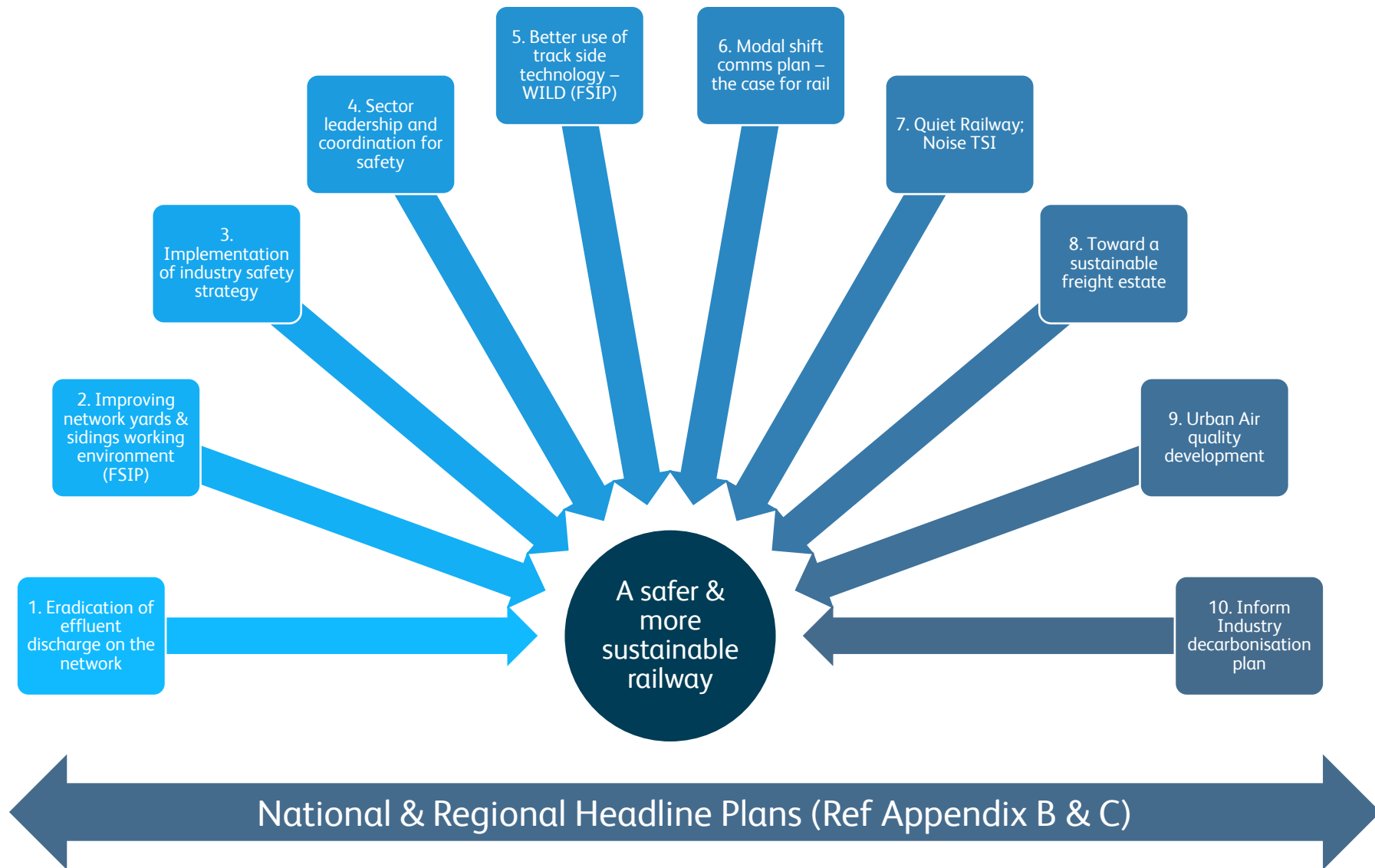
9. Promote Strategic Freight Network

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Delivery CP5 overhang: Southampton area works, Bootle doubling, GWML W12 gauge	HoFD	31/12/21	Interim works at Regent Rd Bootle completed. Main works slated for Sept '21. Southampton Wks completed. GWML gauging on going.	Work in Progress
2 Pursuit of funding and delivery of CP6 priorities: Haughley Jnc, Ripple Ln NY	HoFD	31/03/24	Haughley Jnc decision stuck with treasury. Ripple Lane now with Anglia Route, progression to Decision to Initiate deferred by them to '21.	Work in Progress
3 Establish sector consensus around CP7/8 enhancement priorities through chairing SFN steering group.	HoFD	31/03/24	Pipeline refreshed. Recast of SFN SG will now enable pipeline population and prioritisation to be under continuous review.	Complete

10. Enabling through the FiC programme

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Agree plan with ETCS project for the funding and a fitment of ETCS to specified charter and heritage fleet	HoSC	01/03/20	Plan for testing 3 heritage loco pathfinder project on Eastern region. This will determine plan for full fitment to be developed	Revised Completion 31/11/21
2. Represent freight & charters across ETCS projects to ensure that additional capacity generated by ETCS and other digital interventions is realised for freight & charters	HoSC	Ongoing	Established regular forums that need to attend and represent our freight and charter customer on a range of ETCS meeting. This forms the regular meeting structure for the project	Complete
3. Manage the commercial agreements with FOCs for the fitment of in-cab signalling to the UK locomotive fleet	HoSC	Ongoing	Process and governance meeting set up to manage commercial agreement	Complete

A safer & more sustainable railway



1. Eradication of effluent discharge on the network

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Establish the Network Change for CET fitment with TNCs in place where required	HoSC	01/01/20	Phase 1 of the project has seen the establishment of the Network Change that prevents effluent discharge from rolling stock onto the network thereby creating a better working environment for our staff and a better quality of service for our customers. Rolling stock will be phased out or upgraded over the coming years with all requirements met by March 2023. With TOCs phasing out non-compliant stock as part of their franchise commitments, Phase 2 of the project will focus upon charter/heritage rolling stock and depots. Phase 2 commenced in January 2020.	Complete
2. Oversee the CET depot modifications taking place nationally to ensure capital is effectively deployed	HoSC	31/03/23	Secured a resource, starting in April 21, to oversee CET depot modification programme	Work in progress
3. Oversee the CET vehicle modifications taking place nationally to ensure capital is effectively deployed	HoSC	31/03/23	We continue to challenge the quotations from our customer to ensure funding effectively spent in line with CET agreements.	Work in progress

2. Improving network yards & sidings working environment (FSIP)

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Continue programme of joint safety tours with the Freight teams customers across the UK, helping to highlight safety issues and create initiatives for the FSIP through CP6	HoNM	31/03/20	Annual planning process for safety tour in place as part of BAU activities. We have also established “virtual” safety tours during Covid crisis	Complete
2. Working with customers, continue to identify high risk sites for unauthorised access to the railway. Assess the risks and agree improvement initiatives to reduce those risks	HoNM	30/06/20	Weekly security call set up during lockdown with BTP and FOCs to address trespass risks. Call has continued on a bi-weekly basis with a broader remit identify key risk locations and implementation of improvement initiatives –e.g Toton, Tinsley, Peterborough. This is now a BAU activity	Complete
3. Produce overall plan for FSIP, detailing where we are spending and why. Aim to demonstrate that we are targeting risks based on tangible evidence available.	Ops & Safety Manager	31/03/20	FSIP workbank established and prioritised with Routes. Processes set up to manage delivery and emerging safety risk.	Complete
4. Manage the FSIP efficiently and effectively to ensure successful capital deployment	HoSC	30/08/20	FSIP governance process set up and a programme of work for the next 18 months has been established.	Complete

3. Implement industry safety strategy

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Develop, agree and implement Joint Safety Plans with each Charter TOC, to include (for example) fire risk protocols, on train discipline, SPAD reduction plans etc	Charters CRE	31/05/20	Propose amendment of Action. Whilst NR has Level 2 Safety Meetings with Operators, the industry-wide Charter safety initiatives are now managed through the RSSB Heritage Trains Risk Group, which has been established as the key industry forum for discussing and prioritising safety actions in the Heritage sector. Examples of initiatives put forward include minimum standards for risk assessing water and coaling stops for steam trains.	Complete
2. Discuss with Cross Country, Caledonian Sleeper and Charter operators, problem station locations in respect of passenger platform interface.	Ops and Safety Manager	31/05/20	Any station interface issues are raised as part of normal L1/L2 process and dealt with accordingly.	Complete

4. Sector leadership and coordination for safety

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Through NFSG, provide clarity and leadership to the freight sector on safety matters. Bringing together NR, our FOC stakeholders and RSSB to drive safety improvements and collaborative working.	HoNM	31/03/20	Process in place for NFSG and NFSG SG to annually review all areas of freight risk. In 2020 review has been completed and resulted in a new risk for the top 5 - wagon condition on the network. Funding agreed from FSIP for Project Manager in post to manage this project going forward.	Complete
2. Promote regular dialogue on safety with freight end user stakeholder community to drive safety improvements and promote collaborative working.	HoNM	31/03/20	Periodic FEU update has now started to share data. FEU's representatives have been involved in a safety forum with NFSG chair to promote further collaboration. This forum is now a regular opportunity to get NR and NFSG reps together with FEU's.	Complete
3. Review the agendas for all L1/L2 safety meetings so they are focussing on the current safety issues and that they are aligned at industry level with NFSG and LHSBR priorities.	Ops and Safety Manager / Lead CRE	31/03/20	All L1 & L2 agendas now agreed in advance between Ops and Safety Manager and relevant CRE. This is part BAU	Complete
4. Work with BTP and FOCs to create regular Freight Security meeting to address site and flow issues. July 2020.	HoNM	30/07/20	Weekly security call set up during lockdown with BTP and FOCs to address trespass risks. Call has continued on a bi-weekly basis with a broader remit identify key risk locations and implementation of improvement initiatives –e.g Toton, Tinsley, Peterborough. This is now a BAU activity	Complete

5. Better use of track side technology – WILD (FSIP)

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Sign agreements with wagon owners/FOCs for supply and fitment of RFID tags to owned freight vehicles	HoNM	28/02/20	All major FOCs have signed up to the agreement. In addition the major wagon owners have also signed up. This incorporates 15000 fleet items	Complete
2. Procure and supply tags to wagon owners and FOCs from approved suppliers (as per 1)	HoNM	31/05/20	Tags have been supplied for 13500 fleet items. Remaining fleet items will be supplied by the end of May 21.	Revised completion date 31 May 21
3. Develop LUCY analysis as a supported system capable of delivering bespoke requests of Wheel Impact data to customers	HoNM	31/05/20	Full authority given by FSIP to complete work. NRIT are underway with building this functionality and testing is expected to take place by end of May 21. Introduction will to customers post user acceptance testing.	Revised completion date 30 September 21

6. Modal shift comms plan – the case for rail

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Develop key messages on the socio-economic benefits of rail, working closely with customers and stakeholders	HoSC	31/07/20	This is being led RDG and freight team contribute to messaging	Complete
2. Deliver the freight internal and external communications plan to promote the sector and its strong safety and sustainability credentials	HoSC	31/03/24	Following NR publication of Decarbonisation Plan we are reviewing plan to align and deliver principles	Work in progress

7. Quiet Railway; Noise TSI

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Develop a list of quiet freight routes and visualise through mapping to comply with the noise TSI.	HoSC	10/01/20	We have successfully defined the extent of the UK network that will be subject to restrictions on type of rolling stock braking systems in use from 2024. We now plan to review regularly with our customers to ensure compliance.	Complete
2. Highlight at Level 1 FOC meetings, open dialogue with wagon owners and NR Supply Chain Operations to progress towards a successful 2024 introduction	HoSC	31/03/21	This will be programmed into Level 1 meetings	Work in progress

8. Toward a sustainable freight estate

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Determination of future site awards will give positive consideration of those bids that feature definitive proposals around enhanced environmental sustainability e.g. water recycling, energy consumption and sustainable on site energy generation.	HoFD	31/03/23		Work in progress
2. Seek to incentivise existing tenants to consider sustainability enhancements in site redevelopment plans or re-lease events.	HoFD	31/03/23		Work in progress
3. Identify sites within freight portfolio that have no demonstrable rail, rail freight or other redevelopment prospects with a view to their hosting suitable biodiversity habitats / carbon capture flora.	HoFD	31/03/22		Work in progress

9. Urban air quality development

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. Support our urban end user tenants in the promotion of air quality initiatives whilst protecting operational and economic vitality of freight estate.	HoFD	30/04/2024		Work in progress
2. We will support further urban modal shift both through development of additional bulk railheads plus facilities aimed at the emerging express freight sector.	HoFD	31/03/2024		Work in progress

10. Inform Industry decarbonisation plan

Actions	Owner	Baseline Date	Progress update at 26 March 2021	Status
1. We will provide rail freight expertise and advice to support System Operator in the derivation of the industry decarbonisation plan.	HoFD	31/12/20	NR Decarbonisation plan published	Complete
2. We will work to develop a sector endorsed compendium of market informed freight infill electrification schemes.	HoFD	31/12/20		Revised completion date 30/04/21

Appendix C

Regional – Headline Plans



Network
Services



Freight

Regional Headlines – Eastern

The National Freight organisation within Network Services has an embedded Route Freight team of four people in Eastern Region collaborating with Freight Operators, Freight End Users, Caledonian Sleeper and Charter Operators to improve overall service delivery to our customers.

Delivering a
reliable and
resilient
service

Performance delivery to our Freight Customers at Regional level is measured using FDM-R. A train passes FDM-R if it arrives at destination within 15 minutes of booked time, or if later, no more than 15 minutes of delay is caused by NR or a TOC.

The Freight Service Delivery Manager (FSDM) role within our team is critical to deliver reliable and high quality service to our customers. Working nationally on a 24/7 basis, the role manages contingency arrangements with Route Controls to maximise the punctuality of freight in the event of network incidents and disruption.

We also focus on inter-regional access planning with Route Access Planning Managers, as well as owning the management and improvement plans for freight documentation such as RT3973s and Freight Train Loads Books.

The Freight Performance team also meet with each Route Freight team and Route Performance team periodically to review FDM-R, delay minutes and FOC on Third Party impacts and agree actions to drive attainment of these measures at Route level. These route meetings also enable an assessment of delivery of origin-to-destination performance which is critical along freight corridors such as Felixstowe to the Midlands and the Trans-Pennine corridor. The Freight team also has a Freight Performance Improvement Plan agreed with each of our Freight Operators which sets out the overall Performance Delivery and Risks, detailing the improvement plans both locally and nationally.

Caledonian Sleeper operates on the East Coast Main Line and sometimes into Kings Cross when diverted away from the West Coast Main Line due to engineering possessions. Charter trains also operate across the Region, especially at weekends, to a variety of leisure destinations being hauled by both standard and heritage steam and diesel locomotives.

Regional Headlines – Eastern

Enable
sector
growth

Freight Growth across Eastern Region has been possible with the introduction of new flows such as those from Doncaster iPort and Teesport as well as the increased operation of longer and heavier trains in existing slots using the agreed Service Plan Review (SPR) process to maximise payload in each train path. Bulk services between Redcar and Scunthorpe for British Steel have been lengthened after successful trials. We also work with System Operator team to identify and secure Strategic Capacity for future freight growth on primary corridors and work to optimise existing traffic to improve end-to-end transit time.

HS2 will put increased demand for freight (materials by rail) services across all Regions. We have and will be continuing to work closely with Regional and System Operator colleagues to ensure the smooth introduction of traffic. Creation of future capacity is supported by longer-term investment in the Strategic Freight Network (SFN). These schemes are supported by our customers and are intended to generate capacity locally to enable future network-wide growth. In particular CP6 delivery of Haughley Junction remodelling, Ripple Lane Nodal Yard and Syston to Trent W12 gauge clearance will underpin forecast traffic growth on key freight corridors within and beyond the Region.

In addition, private investment secured in the development of new terminals on our freight estate at Leicester Humberstone Road, Barking Renwick Road, Belford and Tallington will enable growth in the construction & bulk sectors.

A safer &
more
sustainable
railway

Safety of freight operations is critically important to our Freight Operators and their customers. Assurance of freight infrastructure condition and Connections to private sites is built from collaboration between the Route Freight team and the Track Maintenance teams. This includes the timely completion of SIN184 activity on Routes as well as the sharing of Connection Agreements and maintenance records.

Working with Freight Operators, the Freight team have identified several schemes to improve site facilities for our customers staff and these are expected to be funded through the Freight Safety Improvement Plan (FSIP) and delivered using Route resources such as Works Delivery teams. In Eastern Region, work at Peterborough, March and Tees Yard to improve walking routes and security has been scoped with more to follow.

The Freight team also supports the development of Wheel Impact Load Detection (WILD) to improve wheel rail interface with improved WILD software as well as a fleet wide RFID tag fitment programme for wagons. In a wider sustainability context, the Freight team informs on freight benefits and priorities in the industry decarbonisation plan.

Regional Headlines – North West and Central

The National Freight organisation within Network Services has an embedded Route Freight team of three people in North West and Central Region collaborating with Freight Operators, Freight End Users, Caledonian Sleeper and Charter Operators to improve overall service delivery to our customers.

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service

Performance delivery to our Freight Customers at Regional level is measured using FDM-R. A train passes FDM-R if it arrives at destination within 15 minutes of booked time, or if later, no more than 15 minutes of delay is caused by NR or a TOC.

The Freight Service Delivery Manager (FSDM) role within our team is critical to deliver reliable and high quality service to our customers. Working nationally on a 24/7 basis, the role manages contingency arrangements with Route Controls to maximise the punctuality of freight in the event of network incidents and disruption.

We also focus on inter-regional access planning with Route Access Planning Managers, as well as owning the management and improvement plans for freight documentation such as RT3973s and Freight Train Loads Books.

Caledonian Sleeper also operates nightly services, six nights per week, from London Euston via WCML to Glasgow, Edinburgh, Aberdeen and the Scottish Highlands. These services rely on overnight availability and reliability of WCML and the longer platforms at London Euston station. Charter trains also operate across North West and Central, especially at weekends, to a variety of leisure destinations being hauled by both standard and heritage steam and diesel locomotives.

The Freight Performance team also meet with each Route Freight team and Route Performance team periodically to review FDM-R, delay minutes and FOC on Third Party impacts and agree actions to drive attainment of these measures at Route level. These route meetings also enable an assessment of delivery of origin-to-destination performance which is critical along freight corridors such as the West Coast Main Line and Trans-Pennine corridor. The Freight team also has a Freight Performance Improvement Plan agreed with each of our Freight Operators which sets out the overall Performance Delivery and Risks, detailing the improvement plans both locally and nationally.

Regional Headlines – North West and Central

Enable
sector
growth

Freight Growth across North West and Central Region is enabled in the short-term through the operation of longer and heavier trains in existing slots using the agreed Service Plan Review (SPR) process to maximise payload in each train path. We also work with System Operator team to identify and secure Strategic Capacity for future freight growth on primary corridors and work to optimise existing traffic to improve end-to-end transit time.

HS2 will bring increased demand for freight (materials by rail) services across several Regions, but particularly North West and Central. We continue to work closely with Regional and System Operator colleagues to ensure the smooth introduction of traffic. Creation of future capacity is supported by longer-term investment in the Strategic Freight Network (SFN). These schemes are supported by our customers and are intended to generate capacity locally to enable future network-wide growth. In particular, the Bootle branch doubling at the Port of Liverpool and the potential interchange development at Buxton will unlock of industrial intermodal across the Region.

In addition, private investment in the development of next wave of Strategic Rail Freight Interchanges (SRFI) at Northampton Gateway and Four Ashes will deliver additional Midlands terminal capacity supporting traffic growth in the domestic and maritime intermodal sectors. Private investment secured in the development of new terminals on our freight estate at Bordesley, Tuebrook and Manchester Collyhurst will similarly serve to unlock traffic growth in the bulk sector serving our principal cities.

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railway

Safety of freight operations is critically important to our Freight Operators and their customers. Assurance of freight infrastructure condition and Connections to private sites is built from collaboration between the Route Freight team and the Track Maintenance teams. This includes the timely completion of SIN184 activity on Routes as well as the sharing of Connection Agreements and maintenance records.

Working with Freight Operators, the Freight team have identified several schemes to improve site facilities for our customers staff and these are expected to be funded through the Freight Safety Improvement Plan (FSIP) and delivered using Route resources such as Works Delivery teams. In North West and Central Region, work at Peak Forest, Crewe and Garston to improve walking routes and underfoot conditions is underway with more to follow.

The Freight team also supports the development of Wheel Impact Load Detection (WILD) to improve wheel rail interface with improved WILD software as well as a fleet wide RFID tag fitment programme for wagons. In a wider sustainability context, the Freight team informs on freight benefits and priorities in the industry decarbonisation plan.

Regional Headlines – Southern

The National Freight organisation within Network Services has an embedded Route Freight team of three people in Southern Region collaborating with Freight Operators, Freight End Users and Charter Operators to improve overall service delivery to our customers.

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Performance delivery to our Freight Customers at Regional level is measured using FDM-R. A train passes FDM-R if it arrives at destination within 15 minutes of booked time, or if later, no more than 15 minutes of delay is caused by NR or a TOC.

The Freight Service Delivery Manager (FSDM) role within our team is critical to deliver reliable and high quality service to our customers. Working nationally on a 24/7 basis, the role manages contingency arrangements with Route Controls to maximise the punctuality of freight in the event of network incidents and disruption.

We also focus on inter-regional access planning with Route Access Planning Managers, as well as owning the management and improvement plans for freight documentation such as RT3973s and Freight Train Loads Books.

The Freight Performance team also meet with each Route Freight team and Route Performance team periodically to review FDM-R, delay minutes and FOC on Third Party impacts and agree actions to drive attainment of these measures at Route level. These route meetings also enable an assessment of delivery of end-to-end performance which is critical along freight corridors such as the WCML – Channel Tunnel via West London. The Freight team also has a Freight Performance Improvement Plan agreed with each of our Freight Operators which sets out the overall Performance Delivery and Risks, detailing the improvement plans both locally and nationally.

Regional Headlines – Southern

Enable
sector
growth

Freight Growth across Southern Region is enabled in the short-term through the operation of longer and heavier trains in existing slots using the agreed Service Plan Review (SPR) process to maximise payload in each train path. We also work with System Operator team to identify and secure Strategic Capacity for future freight growth on primary corridors and work to optimise existing traffic to improve end-to-end transit time.

HS2 will put increased demand for freight (materials by rail) services across all Regions. We have and will be continuing to work closely with Regional and System Operator colleagues to ensure the smooth introduction of traffic.

Creation of future capacity is supported by longer-term investment in the Strategic Freight Network (SFN). These schemes are supported by our customers and are intended to generate capacity locally to enable future network-wide growth. In particular, the current Southampton area train lengthening works (the concluding element of a line of route enhancement scheme from the Solent to the West Midlands), will enable traffic intermodal growth through the port.

In addition, private investment secured in the development of new terminals on our freight estate at Salfords, Newhaven Marine and Plumstead will facilitate traffic volume growth in the aggregates sector.

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Safety of freight operations is critically important to our Freight Operators and their customers. Assurance of freight infrastructure condition and Connections to private sites is built from collaboration between the Route Freight team and the Track Maintenance teams. This includes the timely completion of SIN184 activity on Routes as well as the sharing of Connection Agreements and maintenance records.

Working with Freight Operators, the Freight team have identified several schemes to improve site facilities for our customers staff and these are expected to be funded through the Freight Safety Improvement Plan (FSIP) and delivered using Route resources such as Works Delivery teams. In Southern Region, work at Crawley New Yard, Cliffe, Angerstein Wharf and Battersea Pier to improve walking routes and underfoot conditions is complete with more to follow in Wessex Route.

The Freight team also supports the development of Wheel Impact Load Detection (WILD) to improve wheel rail interface with improved WILD software as well as new sites at Sevington and Shawford. Additionally a fleet wide RFID tag fitment programme for wagons is underway. In a wider sustainability context, the Freight team informs on freight benefits and priorities in the industry decarbonisation plan.

Regional Headlines – Scotland's Railway

The National Freight organisation within Network Services has an embedded team of five people in Scotland's Railway collaborating with Caledonian Sleeper, Freight Operators, Freight End Users and Charter Operators to improve overall service delivery to our customers.

The Route Freight team (two people) also work in partnership with the Region, Freight Operators, End Users and Stakeholders and Transport Scotland to deliver freight specific HLOS targets for rail freight growth, average speed and performance in Scotland.

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Performance delivery to our Freight Customers at Regional level is measured using FDM-R. A train passes FDM-R if it arrives at destination within 15 minutes of booked time, or if later, no more than 15 minutes of delay is caused by NR or a TOC.

The Freight Service Delivery Manager (FSDM) role within our team is critical to deliver reliable and high quality service to our customers. Working nationally on a 24/7 basis, the role manages contingency arrangements with Route Controls to maximise the punctuality of freight in the event of network incidents and disruption.

Caledonian Sleeper also operates nightly services, six nights per week, from London Euston via WCML to Glasgow, Edinburgh, Aberdeen and the Scottish Highlands. These services rely on overnight availability and reliability of WCML. Charter trains also operate across Scotland Route, to a variety of leisure destinations being hauled by both standard and heritage steam and diesel locomotives

The Route Freight Team attends the Regional Performance Board and two FOC/Freight groups are held in Scotland, primarily focussing on performance improvements (Scotland Freight Production Group and Mossend Stakeholder Group). The Freight Performance team also meet with each Regional Freight team and Performance team to review FDM-R, delay minutes and FOC on Third Party impacts and agree actions to drive attainment of these measures at Route level. The Freight team also has a Freight Performance Improvement Plan agreed with each of our Freight Operators which sets out the overall Performance Delivery and Risks, detailing the improvement plans both locally and nationally. We also focus on inter-regional access planning with Route Access Planning Managers as well as owning the management and improvement plans for freight documentation such as RT3973s and Freight Train Loads Books.

Regional Headlines – Scotland’s Railway

Enable
sector
growth

Freight Growth and the delivery of the Industry Growth Plan, published in March 2019, throughout CP6 is a core requirement for the Regional Freight team in Scotland and is underpinned by an HLOS requirement of a 7.5% increase freight moved (in thousand net tonne miles) by March 2024. There are 4 Pillars to the Industry Growth plan; Increasing Customer Confidence through improved day to day delivery of freight services; Developing Growth which requires the Regional Freight team to take a more proactive approach in the development of rail industry capability and capacity to allow our freight customers to provide a competitive and sustainable service to support Scotland’s economic growth and supporting business development opportunities; Simpler Solutions and Doing Things Differently.

In the short-term, growth is being enabled through the operation of longer and heavier trains using the agreed Service Plan Review (SPR) process to maximise payload in each robust train path. We also work with the Scotland Region Strategy and Planning team and System Operator to identify and secure Strategic Capacity for future freight growth on primary corridors and work to optimise existing traffic to improve end-to-end transit time.

There are several routes in Scotland where known growth potential is being constrained though lack of capacity. Investment will be required to alleviate capacity challenges however it is not likely that required infrastructure works will be delivered in CP6 therefore the Regional Freight team will work with Scotland Region to understand whether there are alternative options to increase freight moved.

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Safety of freight operations is critically important to our Freight Operators and their customers. Assurance of freight infrastructure condition and Connections to private sites is built from collaboration between the Regional Freight team and the Track Maintenance teams. This includes the timely completion of SIN184 activity on Routes as well as the sharing of Connection Agreements and maintenance records.

Working with Freight Operators, the Freight team have identified several schemes to improve site facilities for our customers staff and these are expected to be funded through the FNPO Safety Improvement Plan (FSIP) and delivered using Route resources such as Works Delivery teams. The Freight Production Group meetings are an opportunity to work closely with Freight Operators to understand and address safety risks and concerns. The meeting is also intended to support FOC/NR collaboration.

The Freight team also supports the development of Wheel Impact Load Detection (WILD) to improve wheel rail interface with improved WILD software and coverage being developed nationally as well as a fleet wide RFID tag programme for wagons. In a wider sustainability context, the Freight team informs on freight benefits and priorities in the industry decarbonisation plan.

Regional Headlines – Wales and Western

The National Freight organisation within Network Services has an embedded Route Freight team of three people in Wales and Western Region collaborating with Freight Operators and Freight End Users to improve overall service delivery to our customers.

Delivering
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resilient
service

Performance delivery to our Freight Customers at Regional level is measured using FDM-R. A train passes FDM-R if it arrives at destination within 15 minutes of booked time, or if later, no more than 15 minutes of delay is caused by NR or a TOC.

The Freight Service Delivery Manager (FSDM) role within our team is critical to deliver reliable and high quality service to our customers. Working nationally on a 24/7 basis, the role manages contingency arrangements with Route Controls to maximise the punctuality of freight in the event of network incidents and disruption.

We also focus on inter-regional access planning with Route Access Planning Managers, as well as owning the management and improvement plans for freight documentation such as RT3973s and Freight Train Loads Books.

Charter trains operate across Wales and Western Region, especially at weekends, to a variety of leisure destinations being hauled by both standard and heritage steam and diesel locomotives.

The Freight Performance team also meet with each Route Freight team and Route Performance team periodically to review FDM-R, delay minutes and FOC on Third Party impacts and agree actions to drive attainment of these measures at Route level. These route meetings also enable an assessment of delivery of end-to-end performance which is critical along freight corridors such as the Mendips to London corridor where a new freight operator has recently won the contract. The Freight team also has a Freight Performance Improvement Plan agreed with each of our Freight Operators which sets out the overall Performance Delivery and Risks, detailing the improvement plans both locally and nationally.

Regional Headlines – Wales and Western

Enable
sector
growth

Freight Growth across Wales and Western Region is enabled in the short-term through the operation of longer and heavier trains in existing slots using the agreed Service Plan Review (SPR) process to maximise payload in each train path. We also work with System Operator team to identify and secure Strategic Capacity for future freight growth on primary corridors and work to optimise existing traffic to improve end-to-end transit time.

HS2 and Heathrow third runway build will put increased demand for freight (materials by rail) services across all Regions. We have and will be continuing to work closely with Regional and System Operator colleagues to ensure the smooth introduction of traffic. Creation of future capacity is supported by longer-term investment in the Strategic Freight Network (SFN). These schemes are supported by our customers and are intended to generate capacity locally to enable future network-wide growth. In particular, the development of W12 gauge between London and Cardiff and Southampton area train lengthening works will enable intermodal growth across the Region.

In addition, private investment secured in the development of new terminals on our freight estate at West Drayton, Park Royal, Paddington and Slough will facilitate growth in the aggregates sector in the London area. In Wales, terminal investments at Trecwn and Penmaenmawr are similarly expected to drive future growth.

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Safety of freight operations is critically important to our Freight Operators and their customers. Assurance of freight infrastructure condition and Connections to private sites is built from collaboration between the Route Freight team and the Track Maintenance teams. This includes the timely completion of SIN184 activity on Routes as well as the sharing of Connection Agreements and maintenance records.

Working with Freight Operators, the Freight team have identified several schemes to improve site facilities for our customers staff and these are expected to be funded through the Freight Safety Improvement Plan (FSIP) and delivered using Route resources such as Works Delivery teams. In Wales and Western Region, work at Swindon, Theale and Acton Yard to improve walking routes and underfoot conditions is being scoped with more to follow.

The Freight team also supports the development of Wheel Impact Load Detection (WILD) to improve wheel/rail interface with improved WILD software as well as a new WILD site installed at Urchfont. We are also managing a fleet wide RFID tag fitment programme for wagons. In a wider sustainability context, the Freight team informs on freight benefits and priorities in the industry decarbonisation plan.

Appendix D

Plan Assumptions



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Freight

Appendix D – Assumptions

Ref no.	Topic (e.g. access, deliverability, climate etc.)	Assumption	Areas impacted (e.g. all opex, track renewals, all spend etc.)
1	Safety	<ul style="list-style-type: none"> c £22m FNPO safety improvement programme being identified and available Collaboration with FOCs 	<ul style="list-style-type: none"> Safety targets in particular derailments, SPAD's and Customer Staff LTI's
2	Performance	<ul style="list-style-type: none"> Collaborative working between Network Rail and Customers (Freight & Passengers) to deliver agreed joint performance strategies. Material increases in Intermodal and construction traffic. Performance levels set out in schedule 8 benchmarking will be achieved 	<ul style="list-style-type: none"> Performance targets FPM - Schedule 8 payments Customer and Freight End User Satisfaction
3	Asset Management	<ul style="list-style-type: none"> Route support of freight network optimisation programme – paused and will be reviewed later in CP6 	<ul style="list-style-type: none"> Safety targets Performance targets Freight traffic growth Customer and Freight End User Satisfaction
4	Capability	<ul style="list-style-type: none"> Routes will maintain route capability e.g. linespeed, route availability 	<ul style="list-style-type: none"> Freight traffic growth Capacity and capability to deliver improved average speed Customer and Freight End User Satisfaction
5	Capacity	<ul style="list-style-type: none"> Support from System Operator to optimise and develop timetable 	<ul style="list-style-type: none"> FPM Freight traffic growth Customer and Freight End User Satisfaction

Ref no.	Topic (e.g. access, deliverability, climate etc.)	Assumption	Areas impacted (e.g. all opex, track renewals, all spend etc.)
6	Rail freight growth	<ul style="list-style-type: none"> Freight sector recovery post global pandemic Secure affordable sustainable access charges for Freight sector DfT/TS support for funding freight enhancements. Forecasts are based on conditions that do not favour either road or rail, and are therefore subject to change based on government policy. Forecasts are based on medium market growth. Forecasts and underlying assumptions will be reviewed against government policy and economic activity and forecasts. 	<ul style="list-style-type: none"> Net tonne mile targets Service Plan Review Capacity and capability to deliver improved average speed Customer and Freight End User Satisfaction Track access income forecasts
7	Business development	<ul style="list-style-type: none"> DfT/ ORR support for phased funding that supports freight sector 15 year, c£2bn strategic freight network development plan. Support for innovative funding/financing arrangement to support growth and socio-economic value capture. 	<ul style="list-style-type: none"> Net tonne Mile Service Plan Review Capacity and capability to deliver improved average speed Customer and Freight End User Satisfaction FPM
8	Digital Railway	<ul style="list-style-type: none"> Non-capital expenditure will be incurred as a direct result of the digital railway schemes noted in section 7. 	<ul style="list-style-type: none"> Operating expenditure Schedule 8
9	HS2 materials by rail	<ul style="list-style-type: none"> HS2 will move much of its materials in and out by rail. Assumptions for this have been included in the plan, but risk adjusted for prudence as a result of the uncertainty that exists around the delivery timescales of the project. 	<ul style="list-style-type: none"> Freight Income



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Freight