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**SCOTLAND'S RAILWAY**  
BETTER IN THE MAKING

# Scotland's Railway Strategic Plan

April 2021

**NetworkRail**

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# 1. Foreword and Summary

*Foreword by Alex Hynes, MD, Scotland's Railway.*



Welcome to the 2021 Strategic Plan published by Scotland's Railway.

The last year has been a time of unprecedented challenge for the rail industry, first as we sought to support our passengers and freight customers through the COVID-19 pandemic, and then in August with the tragic loss of life in the Carmont derailment.

August 12 was a devastating day for everyone associated with Scotland's Railway with the loss of driver Brett McCullough, conductor Donald Dinnie, and passenger Christopher Stuchbury when a ScotRail train derailed.

This incident has had a profound effect on our industry, and we have been working to support the investigation into what happened and to support all those affected by the tragedy.

The accident also highlighted the growing impact our changing climate will have on how we run our railway and Network Rail has commissioned two independent studies to review how we should manage weather events and our earthworks in future.

The rail industry has also filled an important role during the COVID-19 pandemic, keeping key workers and vital freight services moving throughout, and we are ready to help rebuild the economy in the years ahead.

Our railway already plays a vital role in the economic and social life of the country, supporting over 13,000 jobs and contributing hundreds of millions of pounds a year to Scotland's economy.

Our focus on putting passengers and freight first, coupled with real local control over key functions like capital delivery, have greatly enhanced how we work with our partners in 'Team Scotland'.

The transformation from Scotland 'route' to Scotland's Railway has made us more commercially-focused, brought closer cross-industry working and better equipped us to respond to the unique needs and ambitions of Scotland's government, industries and communities.

And we are now beginning to see tangible benefits of our approach being delivered.

October 2020 saw the opening of the new Kintore station, which has been built by Network Rail on behalf of local and central government, and reconnects the Aberdeenshire town to rail for the first time since Beeching.

Work is also gathering pace on the Levenmouth rail link, with detailed design underway for the line which will reconnect Leven to the Fife Circle and create two new stations.

Projects to improve journey times and increase freight paths on key corridors – such as those between the Central Belt and Aberdeen – are also taking place and in Inverness we are delivering a new station for the Highland capital, and Inverness airport, at Dalcross.

Despite the challenges associated with the pandemic, we continue to deliver our Control Period 6 High Level Output Specification (HLOS) requirements.

One great example of this is in rail freight growth and our work with the industry on a six-week timber haulage trial from Georgemas to Inverness.

Our focus on the freight opportunity will help to deliver a greener Scotland and shows how we are putting freight development at the forefront of our plans as we work to grow the sector by 7.5 percent by 2024.

But perhaps most importantly, our new structure is driving decarbonisation as we work with Transport Scotland to meet the Scottish Government's target of decarbonising rail by 2035.

We have already increased electrification on Scotland's Railway by 25 percent since 2014 and will deliver even more in the future with work now underway on two more electrification projects on routes into Glasgow Central from East Kilbride and Barrhead.

Our Public Performance Measure (PPM) is also showing real and sustained improvement.

Our Moving Annual Average (MAA) reached 90 per cent in September 2020 – for the first time since 2018 - and by March 2021 had reached 93.1 per cent.

Good performance is key to customer satisfaction and achieving this milestone shows the strong progress we have made to give passengers and freight users a punctual and reliable train service.

## **Key stakeholders**

The industry's key stakeholders in determining future options are: passengers, Scottish Ministers and Transport Scotland who specify and fund the network in Scotland, passenger operators, including: Abellio ScotRail, LNER, Avanti West Coast, TransPennine Express, Caledonian Sleeper, CrossCountry, East Coast Trains Ltd, Charter operators and Freight operators including, Direct Rail Services, GB Railfreight, DB Cargo, Colas Rail, Freightliner and Rail Operations Group. The UK Government, HS2 Ltd, ORR and representative groups are also involved in strategic development of priorities that feed through to the Scottish HLOS and PR18 process.

As we develop our delivery strategy, we will increasingly work with delivery partners, as well as our supply chain, to seek early involvement in the development and costing of projects, as well as assessing deliverability and integrating the programmes of work to maximise efficient delivery.

**Key plan changes since FY20 Strategic Business Plan (SBP)**

Category	Description of significant change	Impact on plan £m
Cost (Renewals)	Budget transfer of Telecoms and Property budget from Central Renewals to Scotland's Railway Renewals as part of Putting Passengers and Freight Users First and an increase in track and structures costs, offset with reduction in signalling renewals.	£77m
Cost (OPEX)	Increase in OPEX per annum for Years 2 to 5 of £46m is mainly due to budget transfer of telecoms and property into Scotland's Railway as part of Putting Passengers and Freight Users First, the Covid-19 impact on the business, and final costs of the organisation following the transfer of other accountabilities and responsibilities through Putting Passengers and Freight Users First. This is partially offset with the reduction of future years Asset Improvement Programme funds.	£46m
Cost (Income)	Income has increased by £39 million as a result of Property budget transferred over to Scotland's Railway, offset by a reduction in fixed and variable track access, and Schedule 8.	£39m
Cost (Risk)	Reduction in risk funding of £143 million to offset the increase in Opex and Renewals funding and reduction in Income in future years, with a significant element of this as a result of Covid-19.	-£143m
Volumes	Minimal changes in volumes against targets.	N/A
Performance	As a result of the improved train performance this financial year, with Moving Annual Average (MAA) reaching 93.1% in March 2021, ahead of the Regulatory targets set of 92.5%.	N/A
Scorecard	A new national score card was developed last financial year and updates are being reviewed as part of the scorecard for 2021/22 to help support our people to understand what good looks like for Network Rail.	N/A
Strategies to delivery High Level Output Specification (HLOS) requirements	Following publication of the SBP strategies have been developed to respond to specific elements of the HLOS (Gauging Strategy, Journey Time Strategy, Freight Growth Strategy and Efficient Electrification Strategy). These documents are referenced within this Strategic Plan and they were published separately prior to Control Period (CP)6.	N/A

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Coronavirus (Covid-19) pandemic	<p>The global spread of COVID-19 throughout 2020 has been first and foremost a public health emergency but its impact on the rail industry like so many others is vast. The rail industry has seen a rapid change to how we operate, with passenger numbers having fallen dramatically as non-essential travel has been discouraged. Throughout this time the Scotland's Railway family has recognised their role is more important than ever because of the who our passengers are and the freight that we carry. The industry has played a crucial role in getting the nation through this pandemic with many key workers such as doctors, teachers and police officers relying on rail to get to their jobs as well as suppliers relying on rail to move essential goods. This has taken significant dedication and effort with new standards being developed over exceptionally short timescales to safely operate, maintain and deliver essential renewals activities whilst doing with increased absence levels due to Covid-19 and wholesale changes in working practices including home working. As the pandemic continues and passenger numbers are reduced the focus on delivering a safe, affordable and an efficient railway is more important than ever.</p>	
	Total cost of changes	£19m

*Table 1.1 – Key plan changes since FY20 SBP Update*

## 2. Financials and Outcomes

### Post-Efficient Financial Overview for CP6 (inclusive of Headwinds)

	Unit of Measure	CP6 (£m)					CP6 Total
		19/20 (actual)	20/21 (forecast)	21/22 (forecast)	22/23 (forecast)	23/24 (forecast)	
<b>Total Income</b>	<b>£m</b>	<b>(329)</b>	<b>(345)</b>	<b>(376)</b>	<b>(400)</b>	<b>(417)</b>	<b>(1,867)</b>
Maintenance	£m	155	176	181	166	169	847
Operations	£m	52	67	60	60	61	300
Support	£m	34	28	28	28	28	146
<b>Total MOS</b>	<b>£m</b>	<b>241</b>	<b>271</b>	<b>269</b>	<b>254</b>	<b>258</b>	<b>1,293</b>
Risk (Region-controlled)	£m	0	0	0	10	50	60
Risk - GPF	£m	0	0	0	0	0	0
<b>Total Controllable costs</b>	<b>£m</b>	<b>241</b>	<b>271</b>	<b>269</b>	<b>264</b>	<b>308</b>	<b>1,353</b>
Non-controllable costs	£m	0	0	0	0	0	0
<b>Renewals</b>	<b>£m</b>	<b>294</b>	<b>441</b>	<b>496</b>	<b>479</b>	<b>302</b>	<b>2,011</b>
<b>Total OMR</b>	<b>£m</b>	<b>535</b>	<b>712</b>	<b>765</b>	<b>743</b>	<b>610</b>	<b>3,364</b>
<b>Enhancements (approved)</b>	<b>£m</b>	<b>190</b>	<b>165</b>	<b>207</b>	<b>254</b>	<b>268</b>	<b>1,084</b>
<b>Headcount</b>	<b>FTE</b>	<b>3,372</b>	<b>3,537</b>	<b>3,537</b>	<b>3,537</b>	<b>3,537</b>	<b>3,537</b>
Permanent	FTE	3,326	3,498	3,498	3,498	3,498	3,498
Agency	FTE	46	39	39	39	39	39

Table 2.1 - Region strategic plan financial summary CP6

## Long-term scorecard

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

Scotland's Railway		CP6					
Long Term Scorecard RF11		Yr1 Actuals	Yr2 Forecast	Yr3 Forecast	Yr4 Forecast	Yr5 Forecast	CP6 Forecast
ON THE SIDE OF PASSENGERS AND FREIGHT USERS		19/20	20/21	21/22	22/23	23/24	Achievability
Consistent Region Measure – Performance (CRM-P)	<b>Revised Target</b>	1.24	0.96	0.86	0.86	0.86	
	Last Year's Plan	1.06	0.93	0.86	0.86	0.86	
Freight Delivery Metric (FDM)	<b>Revised Target</b>	94.0%	93.7%	94.5%	94.5%	94.5%	
	Last Year's Plan	94.4%	94.5%	94.5%	94.5%	94.5%	
Passenger Satisfaction (NRPS)	<b>Revised Target</b>	87.0%	90.0%				
	Last Year's Plan	90.0%	87.5%				
Passenger Satisfaction (Wavelength)	<b>Revised Target</b>			7.94			
	Last Year's Plan						
Passenger Safety – Train Accident Risk Reduction (TARR)	<b>Revised Target</b>	93.0%	0%	95%	90%	90%	
	Last Year's Plan	80.0%	90%	90%	90%	90%	
Freight Cancellations (NR responsibility)	<b>Revised Target</b>		2.10%	1.75%	2.03%	2.03%	
	Last Year's Plan		2.00%	2.03%	2.03%	2.03%	
Abellio ScotRail Average Timetabled Minutes per Mile Travelled	<b>Revised Target</b>	1.586	TBC	1.582	1.581	1.578	
	Last Year's Plan	1.584	1.582	1.581	1.578	1.576	
Average Speed of Freight Services, % Improvement	<b>Revised Target</b>	0.3%	4.8%	6.0%	8.0%	10.0%	
	Last Year's Plan	2.0%	3.0%	6.0%	8.0%	10.0%	
Abellio ScotRail PPM	<b>Revised Target</b>	89.0%	93.1%	92.5%	92.5%	92.5%	
	Last Year's Plan	92.5%	92.5%	92.5%	92.5%	92.5%	
PPM by Sector - Intercity	<b>Revised Target</b>		88.0%	86.5%	86.5%	86.5%	
	Last Year's Plan		86.5%	86.5%	86.5%	86.5%	
PPM by Sector - Express (E&G)	<b>Revised Target</b>		93.2%	89.3%	89.3%	89.3%	
	Last Year's Plan		89.3%	89.3%	89.3%	89.3%	



PPM by Sector - Rural	<b>Revised Target</b>		89.8%	85.3%	85.3%	85.3%	
	Last Year's Plan		85.3%	85.3%	85.3%	85.3%	
PPM by Sector - Suburban East	<b>Revised Target</b>		93.5%	92.5%	92.5%	92.5%	
	Last Year's Plan		92.5%	92.5%	92.5%	92.5%	
PPM by Sector - Suburban West	<b>Revised Target</b>		93.9%	93.4%	93.4%	93.4%	
	Last Year's Plan		93.4%	93.4%	93.4%	93.4%	
Caledonian Sleeper Right Time Arrivals	<b>Revised Target</b>	76.0%	84.9%	80.0%	80.0%	80.0%	
	Last Year's Plan	80.0%	80.0%	80.0%	80.0%	80.0%	
Cross Country BPI Northbound (T-10)	<b>Revised Target</b>		0.99	1.00	1.00	1.00	
	Last Year's Plan		1.00	1.00	1.00	1.00	
Cross Country BPI Southbound (T-3)	<b>Revised Target</b>		0.96	0.96	0.92	0.92	
	Last Year's Plan		0.91	0.92	0.92	0.92	
Cross Country BPI Northbound (T-3) 21/22 Trial	<b>Revised Target</b>			0.88	0.88	0.88	
	Last Year's Plan						
Transpennine Express BPI Northbound (T-10)	<b>Revised Target</b>		0.98	1.00	1.00	1.00	
	Last Year's Plan		1.00	1.00	1.00	1.00	
Transpennine Express BPI Southbound (T-3)	<b>Revised Target</b>		0.91	0.91	0.84	0.84	
	Last Year's Plan		0.84	0.84	0.84	0.84	
LNER BPI Northbound (T-10)	<b>Revised Target</b>		1.00	1.00	1.00	1.00	
	Last Year's Plan		1.00	1.00	1.00	1.00	
LNER BPI Southbound (T-3)	<b>Revised Target</b>		0.97	0.97	0.88	0.88	
	Last Year's Plan		0.88	0.88	0.88	0.88	
Avanti West Coast BPI Northbound (T-10)	<b>Revised Target</b>		0.98	1.00	1.00	1.00	
	Last Year's Plan		1.00	1.00	1.00	1.00	
Avanti West Coast BPI Southbound (T-3)	<b>Revised Target</b>		0.75	0.82	0.82	0.82	
	Last Year's Plan		0.82	0.82	0.82	0.82	
PPM failures as a result of extreme weather incidents	<b>Revised Target</b>			4194	3898	3703	
	Last Year's Plan						

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<b>EASY TO ENGAGE WITH, EFFICIENT AND DEPENDABLE PARTNER</b>		<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>Achievability</b>
Complaints - % Closure within 29 Calendar Days	<b>Revised Target</b>		96%	94%	90%	95%	
	Last Year's Plan	80%	80%	80%	80%	80%	
Financial Performance Measure (FPM) – Gross Profit & Loss	<b>Revised Target</b>	-8.7	-27.6	0.0	0.0	0.0	
	Last Year's Plan	0.0	0.0	0.0	0.0	0.0	
Financial Performance Measure (FPM) – Gross Enhancements	<b>Revised Target</b>	-8.9	-3.4	0.0	0.0	0.0	
	Last Year's Plan	0.0	0.0	0.0	0.0	0.0	
Financial Performance Measure (FPM) – Gross Renewals	<b>Revised Target</b>	-4.6	-29.9	0.0	0.0	0.0	
	Last Year's Plan	0.0	0.0	0.0	0.0	0.0	
Funding Compliance (versus 10% Annual Rollover Allowance)	<b>Revised Target</b>	-1%	-12%	5%	5%	5%	
	Last Year's Plan	5%	5%	5%	5%	5%	
<b>PROUD TO WORK FOR NETWORK RAIL</b>		<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>Achievability</b>
Employee Engagement	<b>Revised Target</b>	65.0%	74.0%	67.0%	74.0%	77.0%	
	Last Year's Plan	68.0%	67.0%	70.0%	74.0%	77.0%	
Fatalities and Weighted Injuries (FWI)	<b>Revised Target</b>		0.097	0.101	0.072	0.052	
	Last Year's Plan		0.056	0.040	0.031	0.025	
Top 10 Milestones to Reduce Level Crossing Risk	<b>Revised Target</b>	6	8	8	8	8	
	Last Year's Plan	8	8	8	8	8	
Number of Contraventions	<b>Revised Target</b>		28	45	18	15	
	Last Year's Plan		29	23	18	15	
<b>INSTINCTIVE INDUSTRY LEADER</b>		<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>Achievability</b>
Effective Volumes	<b>Revised Target</b>	98.0%	94.0%	100.0%	95.0%	95.0%	
	Last Year's Plan	95.0%	100.0%	95.0%	95.0%	95.0%	
Composite Reliability Index (CRI)	<b>Revised Target</b>	14.4%	31.6%	31.6%	16.4%	18.4%	
	Last Year's Plan	2.0%	16.4%	21.0%	22.6%	24.2%	
Service Affecting Failures (SAFs)	<b>Revised Target</b>	1,978	1,676	1,676	1,935	1,897	
	Last Year's Plan	2,259	1,936	1,862	1,825	1,788	
Enhancement Milestones	<b>Revised Target</b>	100.0%	90.0%	50.0%	50.0%	50.0%	
	Last Year's Plan	50.0%	50.0%	50.0%	50.0%	50.0%	

Non-Traction Energy Usage, % Reduction	<b>Revised Target</b>	1.5%	11.6%	11.0%	15.0%	18.0%	Green
	Last Year's Plan	3.0%	7.0%	11.0%	15.0%	18.0%	
Scottish Freight Growth on Baseline	<b>Revised Target</b>	-3.0%	-12.3%	4.5%	6.0%	7.5%	Yellow
	Last Year's Plan	1.5%	3.0%	4.5%	6.0%	7.5%	
Abellio ScotRail Passenger Numbers (million passenger journeys)	<b>Revised Target</b>	96.0	15.8	TBC	TBC	TBC	Yellow
	Last Year's Plan	103.1	103.1	TBC	TBC	TBC	
HLOS Tracker Completion	<b>Revised Target</b>		67.0%	90.0%	90.0%	90.0%	Green
	Last Year's Plan		90.0%	90.0%	90.0%	90.0%	

**Achievability definitions (applies to "target" value)**

<b>RED</b>	Very challenging, likely to require substantial organisational and cultural change to achieve and/or highly dependent on third party involvement
<b>AMBER</b>	Challenging, likely to require moderate organisational and cultural change to achieve and/or dependent on third party involvement
<b>GREEN</b>	Achievable, builds on existing organisational and cultural capabilities and little or no dependency on third parties for delivery

The following amendments to Scotland's Railway long term scorecard from last year have been incorporated into the scorecard for the remainder of CP6. These are:

- Provide for a combined Public Performance Measure (PPM) by sector suburban West measure, replacing the West peak and off-peak measures;
- Replace the summer preparedness PPM failures measure with a measure covering all severe weather incidents;
- The addition of a new trial measure agreed between Network Rail and Cross Country to be more reflective of how the operator performs across the network. This measure won't be weighted and will be reviewed mid-way through next financial year to understand it's benefits to both parties.

In addition, there are proposals to make the following amendments with revised targets and tapers being considered for the remainder of CP6:

- Remove Abellio Scotrail average timetabled minutes per mile travelled;
- Introduce a new measure to capture the net cost of running Scotland's Railway;
- Replace top ten milestones to reduce level crossing risk with a new national measure on improving safety culture;
- Replace the enhancement milestones measure, the HLOS tracker measure and composite sustainability index with a new measure to capture the top ten de-carbonisation milestones and sustainability strategy milestones;
- Replace Abellio Scotrail passenger numbers measure with a measure of the number of passengers at our Managed Stations.

## Long-term scorecard / customer & stakeholder alignment

At Scotland's Railway, we are working together as one railway in Scotland to improve performance for all our passenger and freight operators.

The long-term scorecard for 2021/22 includes both national and locally selected metrics. National metrics were specified by Network Rail Group and or Office of Rail and Road (ORR) to support comparison across regions while train performance and locally driven metrics were developed from our stakeholder workshops with the ORR and Transport Scotland providing separate validation for both.

To ensure our stakeholder workshops were strategic and customer-focused, we limited invitees to our direct TOC and FOC customers, and our key national and Region based stakeholders as outlined in the Table 2.2 below.

CP6 customer / stakeholder workshop invitees		
Abellio ScotRail	Direct Rail Services	ORR
Caledonian Sleeper	London North Eastern Railways	Transport Scotland
Cross-Country	Freightliner	First Group
DB Cargo UK	Colas	Rail Delivery Group
Avanti West Coast	TransPennine Express	FNPO
GB Railfreight	West Coast Railways	Rail Ops Group

*Table 2.2 - CP6 customer / stakeholder workshop invitees*

The workshops enabled us to develop a deeper understanding of their ongoing requirements and priorities for CP6. Consultation also took place with the Freight and National Passenger Operators (FNPO) team to align metrics and targets with freight and cross border operators. The targets in the scorecard were supported by stakeholders since they align with both targets shared in the HLOS and franchise targets.

The 2021/22 long-term scorecard was consulted with customers via the stakeholder workshops. It was also the subject of separate discussion with ORR and Transport Scotland. Appendix A contains detailed content regarding our Stakeholder engagement activities.

To ensure continuity in long-term planning, the measures included in this document correlate to last year's plan. We are working to ensure that our scorecard measures for next year align to the vision. These targets represent our strategic plans. We continue to refine our annual targets to reflect changing circumstances so they are appropriately challenging.

The scorecard is linked to the vision of putting passengers and freight first and will be delivered through the following four pillars which are aligned to our values and behaviours:



Scotland's Railway include the measures that we consider to be most effective within the four vision areas or pillars and these will be consulted with our customers via stakeholder workshops. It is not expected that there will be any changes to the way we agree train performance and local measures; with close engagement continuing with relevant Train Operating Companies to agree measures and targets.

Service affecting failure targets have been peer reviewed with the Intelligent Infrastructure team to align our expectation of potential reliability improvements to that offered by the national programme.

### Regulatory Floors

Regulatory floors - to give greater clarity on the minimum levels of performance and sustainability expected by the ORR and our plan includes regulatory floors for the key metrics in these areas. These floors, set out in Table 2.3 below, will act as a level below which ORR would consider undertaking formal investigation for licence breach.

Regulatory floors	19/20	20/21	21/22	22/23	23/24
Network performance – passenger (CRM-P)	1.28	1.28	1.28	1.28	1.28
Freight Delivery Metric (FDM-R)	92.5%	92.5%	92.5%	92.5%	92.5%
Network Sustainability	90%	90%	90%	90%	90%

Table 2.3 – Regulatory floor metrics

### Significant changes to the overall strategic direction of the Scotland's Railway

COVID-19 pandemic – The global spread of COVID-19 since the start of 2020 has been first and foremost a public health emergency but its impact on the rail industry like so many others is vast. The rail industry has seen a rapid change to how we operate, with passenger numbers having fallen dramatically as non-essential travel has been discouraged. Throughout this time the Scotland's Railway family has recognised their job is more important than ever because of the who our passengers are and the freight that we carry. The industry has played a crucial role in getting the nation through this pandemic with many key workers

such as doctors, teachers and police officers relying on rail to get to their jobs as well as suppliers relying on rail to move essential goods. This has taken significant dedication and effort with new standards being developed over exceptionally short timescales to safely operate, maintain and deliver essential renewals activities whilst doing with increased absence levels due to COVID-19 and wholesale changes in working practices including home working. As the pandemic continues and passenger numbers are reduced the focus on delivering a safe, affordable and an efficient railway is more important than ever. Scotland's Railway is changing as part of our putting passengers and freight users first approach. The new regional structure has already made strides in creating a more customer focussed and service driven organisation that responds to the needs of passengers and freight customers.

Network Rail is leading the industry in Scotland by establishing the Scotland Demand Forecasting Group. This group, comprising ScotRail, Transport Scotland and Network Rail, seeks to provide industry-wide advice on demand scenarios for the different domestic passenger markets in Scotland, assisting decision makers by mitigating the uncertainty risk - where possible. What is certain is that the markets will change. During the summer of 2020, the Cabinet Secretary for Transport, Infrastructure and Connectivity announced the Edinburgh Waverley Masterplan<sup>1</sup>, a collaboration between Transport Scotland, Network Rail and City of Edinburgh Council, integrating the train station with the city itself, as well as active travel and bus. The Cabinet Secretary also announced the Rail Services Decarbonisation Action Plan<sup>2</sup>, a commitment to decarbonisation of the domestic rail network by 2035. Finally, just before Christmas, the Scottish Government published their updated Climate Change Plan<sup>3</sup> which places Scotland's Railway at the heart of the 2018-2032 plan to reduce carbon emissions. Not only does the plan re-iterate the ambitious commitment to decarbonising the domestic passenger railway by 2035, it also sets the policy framework for modal shift to rail for passengers as well as freight customers. It is clear that going forward, the focus of the railway in Scotland will be playing its part in decarbonising transport in Scotland for both passengers and freight, placemaking and becoming more economically sustainable.

In Scotland, we have a strong track record of collaboration with operators and funding partners. The commencement of the ScotRail Alliance in 2015 provided a fantastic opportunity for Network Rail and ScotRail to work in a far more integrated and collaborative manner than ever before.

Network Rail's creation of five new regional businesses across Great Britain, has led to the railway in Scotland becoming a standalone region, known as Scotland's Railway. As part of this change, we are driving our devolution strategy further; allowing us to better respond to the needs of local customers and communities. We initially re-aligned the leadership and responsibility for enhancement projects, track & signalling renewals, strategy and planning to the Scotland's Railway. This was followed by further devolution of engineering, asset management and commercial property; facilitating localised decision making and helping us to cut through red tape and bureaucracy.

Scotland's Railway has developed a number of strategic priorities that underpin our focus of putting passengers and freight users first. These priorities form the basis of how we measure our success. They aim to create a railway that is:

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<sup>1</sup> <https://scotlandsrailway.com/projects/waverley-masterplan>

<sup>2</sup> <https://www.transport.gov.scot/publication/rail-services-decarbonisation-action-plan/>

<sup>3</sup> <https://www.gov.scot/publications/securing-green-recovery-path-net-zero-update-climate-change-plan-20182032/>

- Safer and higher performing
- Growing and customer focused
- Efficient and competitive
- Sustainable and inclusive
- Ambitious and easy to do business with.

Scotland's extensive rail network requires maintaining and renewing to ensure that it can meet passengers and freight customers' needs, now and in the future. Demonstrating that we are delivering efficiently against our strategic priorities will be an integral component of influencing funders to continue their investment in improving Scotland's Railway. This will also support us towards achieving our vision for 2035; to provide a globally renowned service for passengers that is net carbon zero and that provides a competitive rail network for freight customers.

Whilst we are fully committed to delivering against our strategic priorities, we are acutely aware of the changing external environment that is or will impact the Scotland's Railway. These include: -

- John Varley's independent report to the Department for Transport on Network Rail's approach to vegetation management in England and Wales that was published in November 2018 on behalf of the DfT. As part of the review, six recommendations were set out for how vegetation management on the railway could be improved. One recommendation was for UK government and the others were for Network Rail. Scotland's Railway has engaged fully with the RSSB during the review and are closely involved with developments in response to the recommendations. Whilst the terms of the review excluded activities in Scotland, vegetation management work on Scotland's Railway is being aligned with best practices and will fully comply with the outputs of the recommendations. A policy statement from Scottish Government is also expected to be published and Scotland's Railway have been consulted during the drafting process. Two of the Varley recommendations require Network Rail to value its lineside estate as an asset with a published vision for management of this asset. We have a change programme underway to deliver sustainable land use for the Network Rail estate. Pilot schemes are planned during CP6 in Scotland. We will also develop practical and sustainable methods for managing the lineside which will help inform vision and strategy
- The Williams Rail Review was established to recommend the most appropriate organisational and commercial frameworks to support the delivery of the government's vision for the railway. We expect the review finding to be announced in Spring 2021 and Scotland's Railway will embrace it in a proactive manner.
- The tragic events of 12<sup>th</sup> August at Carmont serve to highlight the impact of weather and climate change on the rail network. Two independent task forces have been established to look at operational response to weather and the management of earthworks and drainage assets. Network Rail is working closely with industry partners to deliver the changes needed to improve safety and resilience during adverse weather.

We are also mindful of the announcement by the Cabinet Secretary for Transport (Infrastructure and Connectivity), stating that the Abellio ScotRail franchise contract will come to an end in March 2022. We will continue to work closely with ScotRail and Transport Scotland through this period of transition whilst we continue to build strong collaborative relations with all train and freight operators.

## 3. Safety

### 3.1. Safety Scorecard metrics

ON THE SIDE OF PASSENGERS AND FREIGHT USERS		19/20	20/21	21/22	22/23	23/24	Achievability
Passenger Safety – Train Accident Risk Reduction (TARR)	Revised Target	93.0%	0%	95%	90%	90%	
	Last Year's Plan	80.0%	90%	90%	90%	90%	
PROUD TO WORK FOR NETWORK RAIL		19/20	20/21	21/22	22/23	23/24	Achievability
Fatalities and Weighted Injuries (FWI)	Revised Target		0.097	0.101	0.072	0.052	
	Last Year's Plan		0.056	0.040	0.031	0.025	
Top 10 Milestones to Reduce Level Crossing Risk	Revised Target	6	8	8	8	8	
	Last Year's Plan	8	8	8	8	8	
Number of Contraventions	Revised Target		28	45	18	15	
	Last Year's Plan		29	23	18	15	

Key stakeholder priorities	Response
Train crew risk of slips, trips and falls on operational infrastructure (Freight Operators)	Scotland's Railway will work with the Freight Team within System Operator on appropriate use of the Freight safety fund to improve walkways and lighting in freight depots, yards and sidings.
Improved management of vegetation (all operators including Charter Operators, ORR)	Our plan continues our focus on major vegetation clearance and strengthens our off-track maintenance resource to better maintain the vegetation on the overall network. We have also included funding specifically aimed at clearance of vegetation on our scenic routes.
No repeat to major line closure on east / west coast due to scour (Cross border operators)	We are targeting removal of all high-risk scour sites in CP6.
Improved welfare facilities (Trade Unions)	During CP5 we commenced a welfare improvement project, this will be concluded by the end of 2021 with ongoing additional OPEX costs included in the plan for the cleaning and servicing of these facilities.



### 3.2. Safety strategy

A relentless focus on workforce, passenger and public safety underpins the success of the Scotland's Railway and we will continue to aim for our objective of *'Everyone Home Safe Every Day'*. We will support the specific activities detailed in the Home Safe Plan and this section of the document with a strategy that combines personal leadership with broad employee engagement, through our leadership conferences, management visibility, and frontline engagement, both directly, and with our trade union safety representatives.

We will continue to focus on delivering public safety improvements through reducing level crossing risks and by engaging more with at risk local communities through safety programs and initiatives making our most vulnerable lineside neighbours a priority, with an emphasis on exploring opportunities to reduce the level of suicides being committed on our infrastructure either through education or engineering controls. We will also seek to reduce both the safety and performance impact generated via crime and trespass, engaging with local communities, schools and the British Transport Police (BTP).

We will continue to use 'Close Call' reporting to engage our workforce in identifying and reporting issues, with an increasing focus on behavioural as well as condition-based reports.

Scotland's Railway will implement a Safety Culture Change programme that is informed and driven by our workforce. Our communication on safety will be open and transparent, demonstrating care and trust in our people to deliver safely or stop when something isn't right. Working closely with our trade union safety representatives we will embed behavioural change across Scotland's Railway by providing support, guidance and mentorship that generates safety leadership qualities across our workforce.

The ScotRail Alliance also offers the opportunity to break down barriers to collaborative working between train operator and infrastructure owner, and we will seek to work together to improve overall system safety in Scotland.

#### 3.2.1. Specific Safety Improvement Schemes

Some of the many safety initiatives being progressed during CP6:

The Safety Task Force was introduced and brings existing safety initiatives together and introduces new goals for planning and technology. It also includes a focus on improving our safety culture

Installation of overlay miniature stoplight systems on ten of our highest risk passive level crossings that are in long signal sections, where it can be difficult for the signaller to establish an accurate position of a train in relation to a level crossing. This is an issue for the signaller, when a user telephones to request permission to cross the line, to determine whether there is sufficient time for the user to safely cross before the train arrives.

The overlay system will give the user a constant indication of whether it's safe to use the crossing or not through a simple red and green light system. The system in most cases will reduce the need for the user to contact the signaller.

Scotland has further enhanced its prohibition on unassisted red zone working by introducing a requirement for all line blockages to have additional protection.

This requirement will drive forward an appetite in the Region to install and use innovative line blockage solutions such as LEWIS and ZKL T-CODS along with hard wired TOWS system.

Site access lighting initiatives including fixed locations and innovative temporary lighting solutions for worksites .

Delivery of Signal Overrun Assessment Tool (SORAT) assessment programme for plain line signals will identify high risk signals that need intervention to reduce the risk of a rear end collision if the signal concerned was passed at danger. We will focus particularly on plain line signals that protect stations.

### 3.3. Occupational Health & Wellbeing strategy

Scotland's Railway will introduce a strategy for all staff that hold a small power plant certification to assess, monitor and review their exposure to vibrating tools. The strategy will apply a recognised hierarchy of control and will start with elimination by looking at alternative methods of working, substitution of petrol driven plant for battery powered plant. We will introduce an improved tools monitoring regime using on person dose monitoring to control the amount of exposure received from vibrating tools. In addition, we will deliver a comprehensive health assessment scheme with the aim of preventing existing cases from worsening and no new confirmed cases amongst the workforce.

A similar process will be applied for respiratory health where key tasks that create exposure will be identified, an assessment of whether the task can be eliminated or substituted if not then further control measures will be implemented supported by a health assessment and support programme.

Manual handling is one of the biggest accident contributors, with most of slips, trips and falls accidents having some form of manual handling element. The key issue with manual handling is the risk of musculoskeletal injuries which can have a long-lasting effect on the injured party with prolonged recovery following injury. We will actively engage in finding new tools and equipment which will reduce the manual handling burden. Furthermore, we will upskill our staff in manual handling techniques so the appropriate method for lifting loads is utilised.

A further focus will be on seeking to reduce the risk associated with our road fleet. A high percentage of recent accidents have been attributed to minor Road Traffic Accident's. Working closely with our Delivery Units and Road Fleet teams to ensure that we fully understand the driving risk we face and that we are constantly looking to ensure that we have the best safety mitigation options available to all of our teams

### 3.4. Security strategy

#### Critical National Infrastructure (CNI)

Scotland's Railway has three sites designated by the 'Department for Transport Land Security Division' (DfT) as Critical National Infrastructure (CNI) and as such fall under the regulatory requirements of the National Railways Security Programme (NRSP). Each site, as required by the NRSP has developed an initial 'Local Risk and Vulnerability Review' resulting in a comprehensive risk register which has highlighted any vulnerabilities in both the Physical and Procedural Protection on a sliding scale of risk. These vulnerabilities are currently being addressed and any outstanding action points will be delivered early in CP6. In common with all other regions, this risk assessment process is continuous and in addition staff in these critical sites receive regular security awareness briefings.

Network Rail has been invited to be a member of the 'Delivering Safe & Resilient Transport' working group, developing the updated National Transport Strategy for Scotland. This will review the resilience of the Scottish transport network and propose future strategies.

We will work with the community of Business Continuity Measures (BCM) Leads across the business, to deliver and sustain the BCM framework throughout CP6.

### Broader Security Compliance

Scotland's Railway manages many assets of great significance which, when subject to security breaches can negatively impact on passenger and employee safety, organisational reputation, train performance and business continuity as well as our key stakeholders including Transport Scotland. An enhanced 'Security Culture' with our staff in all areas of Scotland's Railway is being encouraged and rolled out through training, briefings and e-learning.

For many aspects we will not develop our own strategy but will seek to align with national strategies as described in the CP6 Short Form Strategy (SFS) document, with focus on the Information Technology SFS (Cyber security), Operations SFS (Security risk) and Group Security SFS. Accordingly, we will align our approach with the national strategic security goals as follows:

- Establish and maintain a safe and secure culture supported from the top down
- Safeguarding people by reducing hostile threats, including assault, to the public and our workforce
- Reduce the impacts of security incidents, crime and trespass
- Establish and develop clear roles and responsibilities for security
- Create systems that provide clear and relevant security information to stakeholders
- Reduce the cost of security incidents

We will work with the various SFS owners to establish a complementary approach to support the above goals.

## 4. Train Service Delivery

### 4.1. Train performance Scorecard metrics

ON THE SIDE OF PASSENGERS AND FREIGHT USERS		19/20	20/21	21/22	22/23	23/24	Achievability
Consistent Region Measure – Performance (CRM-P)	<b>Revised Target</b>	1.24	0.96	0.86	0.86	0.86	
	Last Year's Plan	1.06	0.93	0.86	0.86	0.86	
Freight Delivery Metric (FDM)	<b>Revised Target</b>	94.0%	93.7%	94.5%	94.5%	94.5%	
	Last Year's Plan	94.4%	94.5%	94.5%	94.5%	94.5%	
Abellio ScotRail PPM	<b>Revised Target</b>	89.0%	93.1%	92.5%	92.5%	92.5%	
	Last Year's Plan	92.5%	92.5%	92.5%	92.5%	92.5%	
PPM by Sector - Intercity	<b>Revised Target</b>		88.0%	86.5%	86.5%	86.5%	
	Last Year's Plan		86.5%	86.5%	86.5%	86.5%	
PPM by Sector - Express (E&G)	<b>Revised Target</b>		93.2%	89.3%	89.3%	89.3%	
	Last Year's Plan		89.3%	89.3%	89.3%	89.3%	
PPM by Sector - Rural	<b>Revised Target</b>		89.8%	85.3%	85.3%	85.3%	
	Last Year's Plan		85.3%	85.3%	85.3%	85.3%	
PPM by Sector - Suburban East	<b>Revised Target</b>		93.5%	92.5%	92.5%	92.5%	
	Last Year's Plan		92.5%	92.5%	92.5%	92.5%	
PPM by Sector - Suburban West	<b>Revised Target</b>		93.9%	93.4%	93.4%	93.4%	
	Last Year's Plan		93.4%	93.4%	93.4%	93.4%	
PPM failures as a result of extreme weather incidents	<b>Revised Target</b>			4194	3898	3703	
	Last Year's Plan						

Key stakeholder priorities	Scotland's Railway Response
Performance resilience across the network (All operators)	Scotland's Railway is working closely with colleagues at Abellio ScotRail to ensure that improved resilience is built into timetable changes going forward, which will impact the performance of ScotRail services, but due to improved resilience will reduce the impact of late running ScotRail services on Anglo-Scot services

## Scotland's Railway Strategic Plan

Improving 'On Time' Performance (All operators)	With the industry in England & Wales working to 'On Time' performance metrics in CP6, we are also working to improve On Time performance of the railway, however as PPM is the metric by which the ScotRail contract is agreed, PPM will continue to be the primary measure in Scotland. By adopting 'On Time' railway principles and methodologies, performance analysis can be more effectively produced, leading to better performance results.
Improving Right Time departures (All operators)	Like the previous item, by ensuring that 'On Time' principles are adopted, we can also work to improve Right Time departures from terminal stations, ultimately leading to services having a better chance of performing On Time throughout their journey, by leaving their origin station at the Right Time.
Ensuring electrification is used to best advantage for all train operators (principally Abellio ScotRail)	Having increased electrified routes available for CP6 will allow us to more effectively manage services across the network. Further rolling stock cascade and increased use of electric traction will lead to a more efficient, greener railway that also performs better in both reliability and PPM terms than previous diesel services.
Minimising impact to performance of cross border services (All operators).	Recognising that Anglo-Scottish services can negatively affect ScotRail services and vice versa, we are working to minimise the impact of each service type on each other, through both train plan and service intervention.
Border Presentation Index (BPI)	<p>The northbound BPI is an index showing the northbound lateness of arrival at destination vs. lateness of presentation at border, this provides an index showing how effective we are at recovering late running services that are cross-border, and measures when Anglo-Scot operators lose time whilst they are entirely within our control area.</p> <p>The southbound index is almost the same, but with lateness of departure vs lateness of presentation to border, again providing an index showing how effective we are at bringing the Anglo-Scot service back into its booked path if late departing, or not gaining any additional lateness.</p> <p>These two measures allow us to effectively measure how well it is delivering for the respective Anglo-Scot operators whilst the respective operators are entirely within our control.</p>

#### 4.2. Operational Performance strategy

From the outset of CP6, a five-year Performance Strategy has been produced by Network Rail, and co-signed by Abellio ScotRail which details all of the performance initiatives and schemes which are underway along with a longer-term strategic vision for performance within Scotland's Railway. Crucially, the Performance Strategy sets out a number of commitments and ambitions for performance improvement. Amongst these commitments are the introduction of new metrics to allow for effective diagnosis of performance issues, and using data to drive business decisions.

A key part of the Operational Performance Strategy from the outset of CP6 is the delivery of the Donovan recommendations which are detailed below. In addition to these, Network Rail has supported ScotRail with the delivery of the remedial plan by endeavouring to provide infrastructure at a level of which a Train Operating Company can reasonably be expected to run trains with a PPM of at least 92% by the end of CP6 Year 2 (2020-21).

The performance improvement planning process will focus on reliability improvements, ensuring robust maintenance periodicity and practice, roll out of Route Consistent Measure and efficient incident response. The roll-out of a robust programme to ensure robust and compliant timetables in our most congested routes / locations, whilst meeting our funders' journey time aspirations is a further challenge that requires to be addressed as we understand in more detail future aspirations and funding available.

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## Scotland's Railway Performance Plan

The Scotland's Railway Performance Strategy for CP6 identified three key areas for improvement of train service performance throughout the Control Period, by analysing operational losses over the preceding year(s). These areas for improvement can be categorised into the following areas;

- Preventing incidents from happening
- Managing the fault-free railway
- Responding to & recovering from incidents

In addition to these areas for targeted performance improvement, some key schemes feed into the performance strategy;

- Donovan Recommendations
  - The Donovan Review in early 2018 generated twenty recommendations that were all subsequently accepted and form a central part of the ScotRail Alliance's performance improvement plan. Key elements of this plan include:
    - measures to improve infrastructure and train reliability
    - better infrastructure performance during the autumn; and
    - the suspension of skip-stopping, except as a last resort
  - This focus is continuing in CP6 and beyond, underpinned by targeted funding to address small scale local reliability and or performance works. As part of this review, a whole system approach is being taken towards performance management, in alignment with the six key areas identified as the 'Donovan model' of a systematic approach on the railway
- Scotland's Railway Performance Improvement Plan
  - These are the collective plans between both Abellio ScotRail and Network Rail to improve performance across Scotland. These plans include actions which have already been completed, such as the introduction of a Performance Improvement Team and the increasing of resource across both performance teams. Actions still underway/ongoing are those of introducing new metrics, aligned with targets providing greater insight into what drives performance, allowing targeted actions to be taken to increase leading metrics. Some new metrics have already been introduced, with the Border Presentation Index and plans are underway to deliver improved response and service recovery metrics. By the end of year 2 of CP6, the teams will have facilitated and delivered £1.5m of jointly funded performance improvement projects.

### 4.3. Capacity and timetabling strategy

Network Rail is leading the industry in Scotland by establishing the Scotland Demand Forecasting Group. This group, comprising ScotRail, Transport Scotland and Network Rail, seeks to provide industry-wide advice on demand scenarios for the different domestic passenger markets in Scotland, assisting decision makers by mitigating the uncertainty risk - where possible. What is certain is that the markets will change. To date, strategic demand advice has been developed for the greater Glasgow area, which will support rolling stock procurement decisions, outline business cases for enhancement projects as well as strategic work being undertaken for Glasgow Central. Greater Edinburgh is the next priority area.

## 5. Customers and Communities

### 5.1. Locally driven Scorecard metrics

ON THE SIDE OF PASSENGERS AND FREIGHT USERS		19/20	20/21	21/22	22/23	23/24	Achievability
Passenger Satisfaction (NRPS)	<b>Revised Target</b>	87.0%	90.0%				
	Last Year's Plan	90.0%	87.5%				
Passenger Satisfaction (Wavelength)	<b>Revised Target</b>			7.94			
	Last Year's Plan						
Freight Cancellations (NR responsibility)	<b>Revised Target</b>		2.10%	1.75%	2.03%	2.03%	
	Last Year's Plan		2.00%	2.03%	2.03%	2.03%	
Abellio ScotRail Average Timetabled Minutes per Mile Travelled	<b>Revised Target</b>	1.586	TBC	1.582	1.581	1.578	
	Last Year's Plan	1.584	1.582	1.581	1.578	1.576	
Average Speed of Freight Services, % Improvement	<b>Revised Target</b>	0.3%	4.8%	6.0%	8.0%	10.0%	
	Last Year's Plan	2.0%	3.0%	6.0%	8.0%	10.0%	
Caledonian Sleeper Right Time Arrivals	<b>Revised Target</b>	76.0%	84.9%	80.0%	80.0%	80.0%	
	Last Year's Plan	80.0%	80.0%	80.0%	80.0%	80.0%	
Cross Country BPI Northbound (T-10)	<b>Revised Target</b>		0.99	1.00	1.00	1.00	
	Last Year's Plan		1.00	1.00	1.00	1.00	
Cross Country BPI Southbound (T-3)	<b>Revised Target</b>		0.96	0.96	0.92	0.92	
	Last Year's Plan		0.91	0.92	0.92	0.92	
Cross Country BPI Northbound (T-3) 21/22 Trial	<b>Revised Target</b>			0.88	0.88	0.88	
	Last Year's Plan						
Transpennine Express BPI Northbound (T-10)	<b>Revised Target</b>		0.98	1.00	1.00	1.00	
	Last Year's Plan		1.00	1.00	1.00	1.00	
Transpennine Express BPI Southbound (T-3)	<b>Revised Target</b>		0.91	0.91	0.84	0.84	
	Last Year's Plan		0.84	0.84	0.84	0.84	
LNER BPI Northbound (T-10)	<b>Revised Target</b>		1.00	1.00	1.00	1.00	
	Last Year's Plan		1.00	1.00	1.00	1.00	

## Scotland's Railway Strategic Plan

LNER BPI Southbound (T-3)	<b>Revised Target</b>		0.97	0.97	0.88	0.88	
	Last Year's Plan		0.88	0.88	0.88	0.88	
Avanti West Coast BPI Northbound (T-10)	<b>Revised Target</b>		0.98	1.00	1.00	1.00	
	Last Year's Plan		1.00	1.00	1.00	1.00	
Avanti West Coast BPI Southbound (T-3)	<b>Revised Target</b>		0.75	0.82	0.82	0.82	
	Last Year's Plan		0.82	0.82	0.82	0.82	
<b>EASY TO ENGAGE WITH, EFFICIENT AND DEPENDABLE PARTNER</b>		<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>Achievability</b>
Complaints - % Closure within 29 Calendar Days	<b>Revised Target</b>		96%	94%	90%	95%	
	Last Year's Plan	80%	80%	80%	80%	80%	
<b>INSTINCTIVE INDUSTRY LEADER</b>		<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>Achievability</b>
Non-Traction Energy Usage, % Reduction	<b>Revised Target</b>	1.5%	11.6%	11.0%	15.0%	18.0%	
	Last Year's Plan	3.0%	7.0%	11.0%	15.0%	18.0%	
Scottish Freight Growth on Baseline	<b>Revised Target</b>	-3.0%	-12.3%	4.5%	6.0%	7.5%	
	Last Year's Plan	1.5%	3.0%	4.5%	6.0%	7.5%	
Abellio ScotRail Passenger Numbers (million passenger journeys)	<b>Revised Target</b>	96.0	15.8	TBC	TBC	TBC	
	Last Year's Plan	103.1	103.1	TBC	TBC	TBC	

<b>Key stakeholder priorities</b>	<b>Response</b>
Aligning ScotRail franchise commitments with Network Rail business plan targets (ScotRail, Transport Scotland and passenger groups)	Inclusion of National Rail Passenger Survey (NRPS) and Journey Time metrics align franchise commitments and Network Rail business plans.
Freight industry aspirations towards growth and Scottish governments commitments to rail freight growth and a low carbon economy (Freight operators and Transport Scotland)	Inclusion of freight growth and average speed metrics underpinned by industry plans to achieve these are a key theme of our plans. Scottish Government environmental commitments are reflected in the decarbonisation plan. Lorry miles saved and the percentage of services electrically hauled are also key indicators for our freight customers.



## Scotland's Railway Strategic Plan

Reduce emissions from Scotland's railways to zero by 2035 through the continued electrification of the network, the procurement of battery-powered trains and exploration of the potential of hydrogen-powered trains in Scotland (Scottish Government commitment)	The rolling programme of decarbonisation is being developed jointly with the rolling stock strategy. Areas prioritised for delivery of decarbonisation of services over the next 2-5 years are linked to either life expiry of diesel rolling stock or cascade of rolling stock to replace life expired rolling stock.
Delivery of the HLOS requirements in the transition from CP5 to CP6 (Transport Scotland)	We have, in collaboration with the ORR and Transport Scotland, developed an HLOS tracker that provides a visual means of managing ownership and tracking progress for each of the HLOS requirement milestones. This is being continually monitored by all stakeholders.

## 5.2. COP26

In November 2021, the UK is expected to host the 26th annual session of the Conference of the Parties. The Convention will be held in the Scottish Event Campus (SEC) in Glasgow between 1<sup>st</sup> and 12<sup>th</sup> of November. At the summit, delegates including heads of state, climate experts and negotiators will come together to agree coordinated action to tackle climate change.

As well as the negotiations, there will also be space for countries, international organisations and other delegates to showcase climate action, highlight diverse climate change issues and share knowledge.

It is anticipated that 30,000 delegates will attend the event each day, although the impact that Covid-19 may have on this yet to be established. The event will also attract climate change activists and current estimates are circa 250,000 people could march through Glasgow on the middle Saturday of the conference.

Hosting an event of this size and profile will bring a significant demand on all transport modes so plans are underway so that Scotland's Railway provides an excellent service for all customers. The event also provides a unique opportunity for the rail industry to showcase its sustainable transport credentials and plans for future improvement, and plans are being made to utilise our station exhibition areas to do this, as well as operating both hydrogen and battery operated delegate trains.

## 5.3 Impact of Covid-19 on Passenger numbers

This year we have seen Covid-19 impact heavily on the usage of Scotland's Railway. We have seen fluctuations in demand mirroring the restrictions in place by the Government. At the height of the first lockdown in April 2020, a reduced train service was implemented, and we saw passenger numbers fall to 90% less than pre-Covid. As Government restrictions were lifted passenger numbers increased steadily to a point where we saw around 60% less passengers. The scale of the fall in this first lockdown was broadly similar in the second starting in December 2020.

## 6. Sustainable Growth

### 6.1. Sustainability & asset management capability Scorecard metrics

INSTINCTIVE INDUSTRY LEADER		19/20	20/21	21/22	22/23	23/24	Achievability
Effective Volumes	Revised Target	98.0%	94.0%	100.0%	95.0%	95.0%	
	Last Year's Plan	95.0%	100.0%	95.0%	95.0%	95.0%	
Composite Reliability Index (CRI)	Revised Target	14.4%	31.6%	31.6%	16.4%	18.4%	
	Last Year's Plan	2.0%	16.4%	21.0%	22.6%	24.2%	
Service Affecting Failures (SAFs)	Revised Target	1,978	1,676	1,676	1,935	1,897	
	Last Year's Plan	2,259	1,936	1,862	1,825	1,788	
Enhancement Milestones	Revised Target	100.0%	90.0%	50.0%	50.0%	50.0%	
	Last Year's Plan	50.0%	50.0%	50.0%	50.0%	50.0%	
HLOS Tracker Completion	Revised Target		67.0%	90.0%	90.0%	90.0%	
	Last Year's Plan		90.0%	90.0%	90.0%	90.0%	

Key stakeholder priorities	Response
Transport Scotland High-Level Output Specification and Final Determination (Transport Scotland)	We have developed a series of Scottish asset management strategies that reflects asset policy requirements in the Scottish context, including the requirements of Scottish Ministers. Our plans have been developed in line with these strategies. Our reliability targets reflect our understanding of the infrastructure reliability component of performance improvements required to achieve and sustain 92.5% PPM.
Commercial interests of Freight companies and Abellio ScotRail (Abellio ScotRail and Freight Operators)	Freight growth and projected Abellio ScotRail passenger growth targets were included in the Scotland's Railway Long-Term Scorecard in 2020/21. The Scorecard for 2021/22 will look to ensure that Scotland's Railway maximises the available opportunities within CP6 to help assist the recovery post Covid-19.
Key enhancement milestones, completion of Queen Street station, opening of Kintore Station, and progress of Electrification schemes including East Kilbride, with the purchase of land at Hairmyres. (Transport Scotland)	These are key investment milestones in year 2 of CP6, remaining enhancement milestones will be developed in line with the enhancement pipeline.

## Scotland's Railway Strategic Plan

Completion of Carstairs renewal by Year 5 of CP6 will be a key cross border priority (Transport Scotland and Cross Border Operators)	This is a strategic renewal proposal for the last two years of the control period and its delivery is key to the sustainability of track assets as well as potentially delivering improved performance and journey times
Asset performance (Transport Scotland and all Operators)	The delivery of the service affecting failures targets, through focused asset interventions will support the drive to improve performance improvements for the passenger.
Scottish Governments long term sustainable rail network (All Stakeholders)	The delivery of our asset renewal plans for the control period underpins the sustainability of the rail network in Scotland.

## 6.2. Asset by asset key outputs

To deliver our vision to deliver a great service for all of our customers the network will need to be increasingly reliable and we have built an asset renewals plan to deliver this supported by individual asset intervention strategies. This plan reflects our understanding of where we are currently with asset performance and the impact of this on performance and other outputs. It also takes account of our Putting Passengers and Freight Users strategy that has devolved increased accountability and responsibility for delivering against the plan to enable us to better service our passengers and freight users.

We aim to deliver increased resilience to extreme weather events, reducing disruption to the customers and increasing reliability, through enhanced lineside maintenance and targeted renewals with a dedicated lineside asset management team being implemented to provide the specific focus. It is aimed at reducing incidents of line closures and restrictions, as well as reducing recovery time.

We have developed individual Scotland asset management strategies for each asset in CP6, translating GB asset policy into a Scottish context. The following table outlines the key strategic themes.

## Scotland's Railway Strategic Plan

Function	Asset area	Key outputs
Track & Lineside	Track	<p>A key objective of the track asset strategy is to deliver a positive sustainability output in terms of the age of our assets whilst improving performance on several asset indicators such as broken rails, serious defects and service affecting failures. It aims to deliver a balanced portfolio of work across the spectrum of engineering and performance criticality tailoring the scope and specification to the site context. The delivery of Switches and Crosses (S&amp;C) renewals will continue to see a shift towards standard NR60 mk2 for higher category lines and increasing use of under-sleeper pads. Changes in the delivery of rail milling will reduce costs, increase output, ultimately improving our targeting of rail replacement and better deployment of higher-grade steels/coatings to address known problem locations</p> <p>A key part of the CP6 plan is to deliver the condition led renewal of the track assets at Carstairs junction along with S&amp;C renewals at Cadder, Uddingston, Greenhill upper and Gartshore. Delivery using high-output systems for ballast cleaning High Output Ballast Cleaner (HOBC) and track renewals Track Renewal System (TRS) continues exclusively on East Coast and West Coast main lines for the remainder of the control period.</p>
	Lineside	<p>In CP5 an enhanced volume of boundary renewals commenced. Planned to take place over two control periods to recover backlog and reduce the amount of very poor condition fencing. This activity will continue at the same intensity throughout CP6.</p> <p>Vegetation clearance will continue to use a risk model to prioritise locations. It will be contracted through a single delivery team in the Region using a common specification for all projects. Work will continue as part of a long-term plan to restore a compliant lineside vegetation profile throughout Scotland's Railway. Specific vegetation clearance will be undertaken with regards to treating scenic and rural routes to enhance the passenger experience.</p> <p>As part of our commitment to a biodiversity target of no net loss by 2024 we are developing more sustainable land management techniques for use on the Network Rail estate this will help inform our vision and strategy moving forward into CP7.</p> <p>CP6 has seen the start of our drainage asset verification works to improve our drainage asset knowledge this work will continue throughout the control period and will inform our approach for future drainage resilience across the network.</p>
	Track Gauging	<p>We have worked with Transport Scotland and industry colleagues to develop a Scotland Gauging Strategy. This will be applied to new works within CP6. We are currently in discussions with Transport Scotland over funding the broader implementation of the strategy over the whole network.</p>

## Scotland's Railway Strategic Plan

Signalling, Power & Communications	Signalling	<p>Our plan is based on continuing to deliver a programme of life extension works – working towards development of long-term whole system signalling strategy, and address obsolescence issues by replacing key components.</p> <p>A key objective is to strive to optimise the 'lowest whole life cost' of the signalling asset. For some installations this means undertaking targeted renewal of the interlocking and associated lineside control housings at sites such as Portobello and Greenhill Junctions is being co-ordinated with enhancement works and S&amp;C Renewals respectively. Obsolescence rather than asset condition is driving the most significant renewal in CP6 of the Signaller's Integrated Electronic Control Centre (IECC) Systems at Edinburgh Signal Centre (ESC).</p> <p>Whilst there was a number of issues with the delivery of Signalling Renewals projects in 2019/20 the asset management strategy remains principally the same. Works have been rephased to later years in the control period to ensure the delivery of the planned volumes within CP6. Key learnings and remedial actions have been put in place to mitigate future project slippage.</p>
	Level Crossings	<p>Our strategy is to renew our oldest and poorest performing level crossing assets, to upgrade crossings where risk is highest, and provide incremental safety upgrades where full renewal is not planned, to address older automatic crossings on higher speed lines and older Automatic Open Crossing Local (AOCL)+B monitored crossings to improve reliability and reduce risk. The ten highest-risk user worked crossings will be upgraded to MSL. The last two open road / rail crossings on the Scottish passenger network, Kildonan and Rogart, will be converted from open crossings to Automatic Barrier Crossing Local monitored.</p>
	Electrification & Plant	<p>Our CP6 policy prioritises renewal, interventions, based on the combination of asset condition, obsolescence, and route criticality. The Mk 1 Overhead Line Equipment (OLE) mid-life renewal programme will commence in the Glasgow area, then continue into CP7/8. For other E&amp;P assets such as signalling power supplies, fixed plant and high voltage distribution we are continuing the programmes of condition-based renewals adopted in CP5. Risk based maintenance (RBM) has been introduced for overhead line equipment in Scotland, prioritising high risk features such as 'public area' wire runs, neutral sections, converging wire sites, and critical defects. RBM refinement will continue across Electrification &amp; Plant (E&amp;P) asset base during the control period. Improved train borne monitoring will assist with maintenance and lead to improved asset knowledge.</p> <p>The Scottish Ministers' High-Level Output Specification (HLOS) for Control Period 6 remits Scotland's Railway to review the approach to delivery of electrification projects, implement an Efficient Electrification Technical Specification that will support a rolling programme of future electrification. This will consider options to challenge and improve: project delivery strategies, access arrangements, OLE and civils infrastructure design, and industry standards; adopting a risk-based approach.</p>

## Scotland's Railway Strategic Plan

	Telecoms	<p>Asset management policy provides guidance on the approach to asset resilience and associated criticality and CP6 investment in Scotland is primarily targeted at maintaining systems' stability utilising an efficient level of investment.</p> <p>The CP6 strategy continues to focus on providing Scotland's Railway with telecoms capability, infrastructure and services which enable the safe, secure and efficient operation of the railway. It increasingly focusses on the growing importance to deliver better passenger connectivity. It also supports Network Rail's strategic business plans such as delivering an always connected digital railway for customers, passengers and lineside neighbours, especially remote and rural communities. It is our intention to continue driving service-based outcomes rather than individual asset performance. The leadership and responsibility for the Telecoms asset e.g. Station Information and Security systems (SISS), Driver Only Operation (DOO) CCTV, Operational communications will devolve to the region later in the year supporting greater integration and localised decision making. Transmission systems (FTN &amp; FTNx) and GSM-R will remain within a central function responsibility.</p>
Civils	Structures	<p>The plan has been developed to maintain the overall asset portfolio in steady state condition from the exit of CP5. This includes a significant increase in overbridge interventions compared with CP5 volumes, driven by asset condition and capability. Addressing weather resilience, the plan makes provision for the removal of all remaining higher risk scour sites by the end of 2023, as well as targeted interventions at other sites where scour defects are present.</p> <p>In accordance with the asset management plans for the structures, significant interventions on two of our three major structures were planned for CP6, and both are currently on site. At New Clyde Bridge we are fully repainting the structure and carrying out associated steelworks repairs. At the Forth Bridge, the programme of works includes repainting the north approach viaduct and targeted repairs to deck troughing in conjunction with planned track way beam renewals.</p> <p>CP6 has seen a move towards less work on large multi-span structures, and a greater proportion of planned work on smaller single span structures. In addition, there will be a greater proportion of work planned on metallic structures with a corresponding decrease on masonry structures due to a change in heavy freight traffic pattern and completion of a major proactive programme of works on the latter in CP5.</p>

	Geotechnical	<p>In line with asset policy we prioritise work on cuttings over embankments and on rock cuttings over soil cuttings. We will develop bespoke management plans for our 'Major Earthworks' at Megs Dub on the East Coast Main Line and Glen Douglas on the West Highland Line. We will continue our work on improving the condition of, and increasing the resilience of, tunnel approach cuttings. A landslip or rockfall from these assets presents a high potential consequence to train operation. Work to date has concentrated on netting and bolting rock cuttings with drainage improvements, soil nailing and netting on soil cuttings.</p> <p>Our aim is to reduce the number of earthworks assets susceptible to adverse weather (adverse weather sites) from a starting value of over 600 in CP5 to circa 100 by the end of CP6. We will seek to maximise the advances in technology to install remote failure detection monitoring on these assets and reduce the need for manual inspection during adverse weather.</p> <p>Following the derailment at Carmont in August 2020 two independent task forces were set up led by Lord Robert Mair and Dame Julia Slingo. These task forces will look at Improved resilience of the earthworks and drainage assets and Improved Extreme Weather Management. Scotland's Railway is committed to supporting these reviews and learning from this tragic event.</p>
	Buildings	<p>The work bank is based on condition led renewals aiming to maintain the average asset condition as at end of CP5. We recognise the impact of the built asset on our customers and will be prioritising the renewal of footbridges, canopies / train sheds and platforms. In addition, whilst undertaking condition-based renewals at two key Glasgow stations, we are taking the opportunity to enhance the customer environment through delivering improved cladding, lighting and surface finishes works. A significant canopy renewal at Aberdeen station has recently been completed.</p> <p>The work bank is based on condition led renewals aiming to maintain the average asset condition as at end of CP5. We recognise the impact of the built asset on our customers and will be prioritising the renewal of footbridges, canopies / train sheds and platforms. In addition, whilst undertaking condition-based renewals at three key Glasgow stations, we are taking the opportunity to enhance the customer environment through delivering improved cladding, lighting and surface finishes works. A significant canopy renewal at Aberdeen station has recently been completed.</p>
Engineering & Asset Management Strategy and Planning	Asset data	We will use consistent data specifications for all our renewal and enhancement projects and set minimum asset data requirements. Working with Intelligent infrastructure programme to ensure asset data is accurately captured and maintained to support fact-based decision making.
	Cross-asset prioritisation and maintenance / renewals balance	Cross asset prioritisation was achieved using the company risk model with the strategic aim to align with the asset policies and includes work to improve weather resilience and operational safety. The CP6 maintenance activities were modelled using the ABP tool with volume adjustments to also target improved weather resilience. Our plans make greater allowance (£40m) for Delivery Unit autonomy to identify small scale improvement schemes to drive improved performance.

Scotland's Railway Strategic Plan

The responsibility for Asset Assurance is transitioning from a central function to Scotland's Railway. This team will lead all engineering asset assurance and risk activities across whole of Scotland's Railway, providing functional leadership to all engineering disciplines as well as being accountable for compliance and assurance.

The Engineering & Asset Management Strategy and Planning team has set up to develop and integrate asset strategies across all engineering functions, embed Environmental Sustainability in everything that we do as well as aligning our asset management system to the international standards.

Long run forecast

The asset forecast models were run in January 2021 to identify the minimum assets renewals cost that were: a) compliant with policy; and b) retained asset condition and performance from the end of CP5 through future control periods. Budget forecasts for CP6-CP12 for Scotland's Railway are shown in Figure 6.1 and Table 6.2.

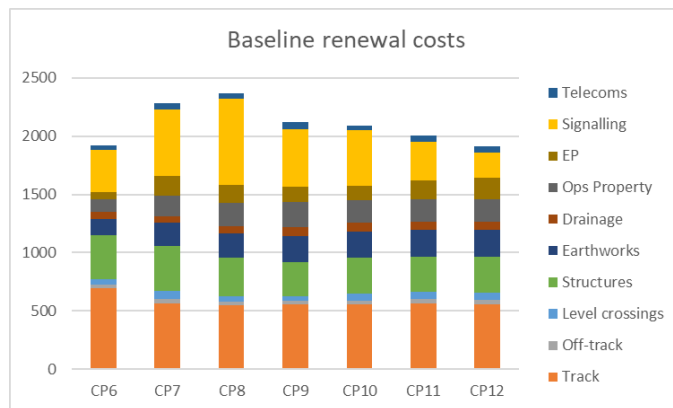


Figure 6.1 – Scotland long term forecast (note £m, end of CP6 prices)

Scotland	CP6 Plan	CP7	CP8	CP9	CP10	CP11	CP12
Track	694	566	545	553	555	565	558
Off-track	35	35	35	35	35	35	35
Signalling	358	567	739	491	480	335	212
Level crossings	45	71	44	37	61	61	61
Structures	376	382	332	297	302	306	308
Earthworks	141	207	213	219	224	229	234
Drainage	60	51	62	80	81	71	71
Ops Property	103	178	197	211	193	194	194
EP	66	169	157	136	120	156	183
Telecoms	41	54	45	65	38	56	60
All assets	1919	2280	2369	2123	2090	2008	1916

Table 6.2 – Asset management / key strategic themes (note £m, end of CP6 prices)

Overall, the modelled impact of both the scenarios on the composite sustainability index (CSI) is shown below in Figure 6.3.



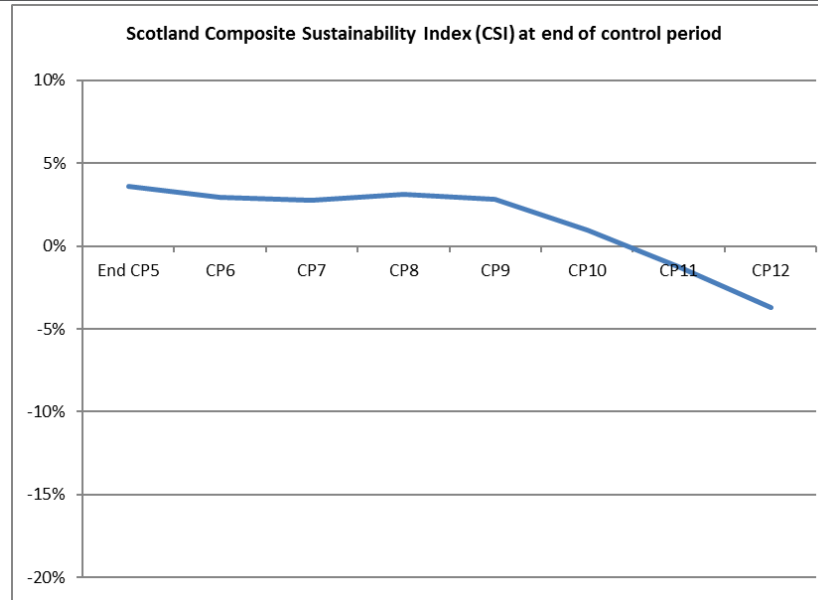


Figure 6.3 – Scotland composite sustainability index (CSI) December 2019

### 6.3. Sustainable Development strategy

Our sustainable development strategy, published in 2019, is ambitious and supports Network Rail's Environmental Sustainability Strategy which was published a year later. We want to contribute to a sustainable society and create a legacy for future generations. This encompasses working with local suppliers to encourage and promote the use of rail as a new method of transporting people and freight. It involves the reuse of redundant operational land and assets for the benefit of the local community use while protecting the network for future use and it recognises that sustainable business ethics are essential for the delivery of a safe operational railway with potential environmental and social impacts effectively managed. Our strategy will result in real action and lead to positive change, beyond compliance. Our commitments, structured around triple bottom line and outlined below, are based on the United Nation's 17 Sustainable Development Goals, with recognition of the Scottish Government's National Outcomes, the RSSB's Sustainable Development Principles, and multiple internal policies and other strategies including Network Rail's Responsible Railway Plan.



**Environmental Stewardship:** We understand our responsibility to quantify and value our stock of natural resources; water, land, clean air, to promote biodiversity and minimise nuisance and carbon emissions. **Over** the next five years we will:

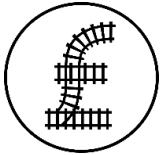
- Use water efficiently
- Ensure activities do not negatively impact the natural environment
- Increase energy efficiency to meet regulatory targets for carbon and energy reduction by remitting efficient design solutions
- Manage our land to balance safety and ecological requirements

- Actively manage invasive non-native species on railway land
- Make our network resilient to weather impacts and future changes in climate
- Reduce our waste and strive towards a circular economy



**Social Responsibility:** We understand that if we nurture and grow the skills, knowledge and good health of our staff our business will flourish. We will promote a network of relationships and collaborate with our stakeholders to better fulfil our social responsibilities. Over the next five years we will:

- Proactively manage our impacts on lineside neighbours and work with local communities
- Endeavour to make the railway accessible to all
- Promote healthy working lives for all our staff
- Strive to be an employer of choice
- Actively pursue and promote a diverse and inclusive workplace

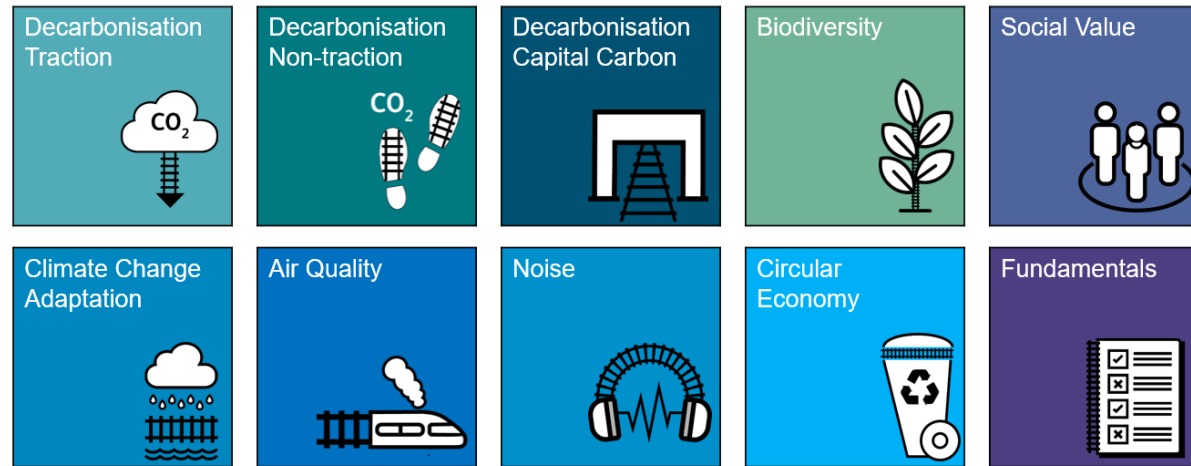


**Economic Development:** The railway infrastructure is the core of our business, but we understand that many other aspects of our business such as our plant, technology and communication systems also need to be valued. We know we need to measure, monitor and risk assess the financial aspects of our business activities to ensure success. Over the next five years we will:

- Develop and promote the railway as a sustainable mode of transport
- Place more emphasis on whole life costing and support low carbon design solutions for both renewals and enhancements
- Encourage and reward innovation to promote efficiency
- Procure our materials in a sustainable, accountable manner

We will develop further the mechanisms for identifying and reviewing significant business risks and opportunities to ensure legal compliance, improve performance and deliver efficiencies. Scotland's Railway is committed to proactively managing its impact on the environment and maximising opportunities to create social value, while ensuring good value for taxpayer's money. This sustainable development strategy is the cornerstone of that commitment and will guarantee a Scottish railway fit for the future.

We are developing a detailed delivery plan for implementation of both Network Rail's Environmental Sustainability Strategy and Scotland's Sustainable Development Strategy across ten priority themes:



Our delivery plan will enable activity, requirements and ideas to be captured and co-ordinated, and will span throughout the remainder of CP6 and beyond, setting out the necessary objectives and targets to achieve our sustainability obligations. Each priority theme will have a dedicated working group with accountability to develop and implement improvement activity, and each working group will be supported with executive-level sponsorship. Governance is managed through Scotland's Railway's Sustainability Programme Board

As mentioned earlier in the document, the Rail Services Decarbonisation Action Plan, announced in August 2020, provides a commitment to the decarbonisation of the domestic rail network by 2035. The development of the first tranche of services to be decarbonised is underway with the wider portfolio in development with Transport Scotland and operating colleagues.

#### 6.4. Technology, R&D and Innovation strategy

We strongly support research and development (R&D) and see it as an important way for us to deliver innovation, efficiency, improved asset management and performance improvements over time. Throughout CP6 our intention is to continue to work with the central functions to support their R&D programmes, and we retain a particular interest in developing remote condition monitoring technology for our Civils assets. This support has been further strengthened with two senior representatives from Scotland's Railway embedded in the R&D Boards. Aligned with this, we will continue to support innovative research at Scottish Universities, such as Strathclyde University's research into "Early warning decision support system for the management of underwater scour risk for road and railway bridges".

### 6.5. Asset management capability

Building on earlier Asset Management, ISO55001, maturity gap analysis, capability will be developed by enhanced awareness achieved through completion of aligned e-learning packages by asset managers and senior asset engineers, supplemented by targeted briefing workshops. Formalisation of our Asset Management System will be demonstrated via the utilisation of new technologies that support an Integrated Management System (IMS) that brings together Strategies, Asset Management Objectives, Asset Management Plans and Key Performance Reporting through a single application. Development of this IMS will help to show clear "line of sight" between everyday activities and corporate objectives in a controlled environment. A further gap analysis will be completed using external consultants in early 2021.

In order to support Scotland's Railway in its devolution journey and the successful delivery of Putting Passengers and Freight First, Scotland is being asked to develop its Governance, Risk, Assurance and Improvement framework as a region, and for each of its core processes. This is being managed through each of the core processes through reviewing their operating model maturity and reviewing each of these four areas.

Assurance is a key activity which provides the measure of effectiveness of any planned control identified to manage risks to the successful delivery of an objective, policy, or KPI.

There is a regional assurance team under development and it aims to provide a systemic and standardised approach to how assurance is managed and reported for each core process and for the region as a whole, and for the wider business, as part of developing its maturity and capability.

It aims to work with each of the processes, especially where there is specific additional resource like Asset management and Safety, to make sure we have a realistic and risk based assurance plan for both operational (first line of defence assurance) and oversight (second line of defence assurance) which ties in with regional and National Core process owner needs.

The primary aim is to be able to demonstrate our key objectives are being supported, by planned, measurable and reportable assurance activity and that identified issues are resolved through an efficient and effective improvement plan. This should give greater confidence to Scotland's Railway that it can deliver its objectives.

#### Assurance

Scotland's Railway will deliver RM3 self-assessments as a basis of benchmarking maturity both within Network Rail and in wider industry and will use the results of the self-assessment as the basis for improvement.

With increasing levels of devolution, we will review and enhance the governance arrangements, so that our leadership are assured that our latest risk maturity model (RM3) assurance activities are properly considered and acted upon. Scotland's strategy is based on a continuous improvement in the health and safety of passengers, the workforce and members of the public working towards delivery of zero industry caused fatalities and major injuries to passengers, the public and our workforce.

Scotland will achieve this through progressing and attaining excellence in:

- Culture

- Health, safety and asset management
- Risk control
- Maximising employee contribution.

## Improvement

We have a vision for improvement that is in line with the Network Rail Better Every Day programme. We have internal dedicated resources to facilitate problem solving across the business and the development of improvement plans. This is a key enabler in delivery of our CP6 efficiency plans, with a core principle of sharing of ideas and best practice across national groups.

Our improvement programme has committed to the company wide objective of training 50% of its staff with business improvement skills, and this training is underpinned by improvement frameworks that will capture ideas and initiatives, prioritise and select them, and then manage the delivery and benefits in a structured way.

### 6.6. Specific Sustainability Targeted Investment

#### Weather resilience and climate change

Scotland's changing weather patterns present challenges to our delivery for our passengers and freight customers

Climate change projections suggest we are entering a period of increasing average and maximum daily temperatures, drier summers, wetter winters, higher sea levels and more storms. This will increase the risk of weather-related events such as, floods, landslips, coastal storm surges, track buckles and obstructions on the track. We in Scotland's Railway must address these operational challenges.

To meet this challenge, we have developed a Weather Resilience and Climate Change Adaptation (WRACCA) plan for CP6 which reflects the future needs of Scotland's Railway whilst considering the effects of updated UK Climate Projections UKCP18, dated December 2018. In summary, this plan risk assesses these future projections, low to high, in terms of their possible adverse impacts on train running – this will see increased emphasis on schemes designed to mitigate these risks. High-risk areas will form a key driver in developing solutions.

Some key highlights include

- Commitment to further investment to reduce the effects of extreme weather on Scotland's railway infrastructure,
- Further targeting of earthworks assets, to reduce the number deemed susceptible to failure during adverse weather. This will include rolling out more remote condition monitoring to help mitigate the associated risks at identified sites,
- Investment in sites we know are prone to flooding,
- Investment where we know sites have a high-risk of structural scour,
- Further investment and acceleration of our vegetation management programme,
- Extra investment in remote condition monitoring technology, and
- Using data to drive our seasonal preparations and learning from incidents to adjust annual plans.

## 7. Efficiency

### 7.1. Financial performance Scorecard metrics

EASY TO ENGAGE WITH, EFFICIENT AND DEPENDABLE PARTNER		19/20	20/21	21/22	22/23	23/24	Achievability
Financial Performance Measure (FPM) – Gross Profit & Loss	<b>Revised Target</b>	-8.7	-27.6	0.0	0.0	0.0	
	Last Year's Plan	0.0	0.0	0.0	0.0	0.0	
Financial Performance Measure (FPM) – Gross Enhancements	<b>Revised Target</b>	-8.9	-3.4	0.0	0.0	0.0	
	Last Year's Plan	0.0	0.0	0.0	0.0	0.0	
Financial Performance Measure (FPM) – Gross Renewals	<b>Revised Target</b>	-4.6	-29.9	0.0	0.0	0.0	
	Last Year's Plan	0.0	0.0	0.0	0.0	0.0	
Funding Compliance (versus 10% Annual Rollover Allowance)	<b>Revised Target</b>	-1%	-12%	5%	5%	5%	
	Last Year's Plan	5%	5%	5%	5%	5%	

Key stakeholder priorities	Response
Deliver the CP6 commitments within the allocated funding from Transport Scotland and forecasted revenue streams. (Transport Scotland)	The Finance organisation within Scotland's Railway has been strengthened to align with this objective and works closely with colleagues in Transport Scotland, ORR, and Network Rail Corporate to enhance the existing reporting framework and governance processes to highlight potential opportunities and risks.
Establish a forecasting process with Transport Scotland to ensure year-on-year spend does not exceed grant funding. (Transport Scotland)	We have periodic reviews with Transport Scotland and the ORR to align the Region's financials to the Scottish Government budgeting and planning cycles.
Develop a reporting framework for major renewals and how they align with the Enhancements pipeline. (Transport Scotland)	We have a major renewals project development group to share progress on the Carstairs project with Transport Scotland and ORR. This consultation is in line with the broader enhancements governance but recognises the difference in approval roles for renewals. Our intention is that this model is adopted for any future major renewal projects (Defined by Transport Scotland and ORR as renewals projects with an Anticipated Final Cost (AFC) of > £25 m.

## 7.2. Financial Sustainability strategy

We continue to investigate opportunities for Third Party Funding through the Open for Business programme which may deliver additional enhancements to Scotland's Railway or its neighbours and stakeholders. Utilisation of the assets of Scotland's Railway as well as our expertise will assist in the Scottish Government's Sustainable Development Strategy and we will investigate the possibility of further utilising land, buildings and other assets to provide financial and other socio-economic benefits to the Railway and its neighbours.

## 7.3. Renewals Cost and Volume summary

This plan is aligned to asset policies and is based on current guidance from Professional Heads on application of policy and the phasing of legislative compliance and safety initiatives (e.g. electrical safety). It includes work to improve resilience and increased investment in signalling power supplies to contribute to maintaining safety risk levels as well as targeting weather resilience. Plans also make provision to reduce specific risks with earthworks susceptible to heavy rainfall. Rollout of further remote condition monitoring systems including fibre optic rock fall detection, slope stability monitoring and flood telemetry.

Phasing of cost and volumes has been continually reviewed since the original CP6 Route Strategic Plan submission to address deliverability issues that have mainly arisen within the CP6 year 1 signalling workbank. The causal factors included delays in external decisions required relating to a level crossing closure, slippage resulting from finalisation of specifications and alignment of business plan, as well as delays from linkages with enhancement projects. Whilst acceleration of other renewals projects was undertaken to recover spend, a number of key learning points and remedial actions have been taken to prevent delivery issues in future years of CP6. This along with the rephasing of workbanks to later years in CP6 will ensure Scotland's Railway achieve its CP6 costs and volumes targets.

**RENEWALS COSTS (post headwinds and efficiencies in cash prices)**

	Unit of Measure	Funded by	CP6 (£m)					CP6 Total
			19/20 (actuals)	20/21 (forecast)	21/22	22/23	23/24	
Track	£m	Renewals	125	181	176	163	125	770
Signalling (Excluding DR)	£m	Renewals	40	70	101	114	42	366
Signalling DR	£m	Renewals	0	0	0	0	0	0
Structures	£m	Renewals	60	86	85	84	63	378
Earthworks	£m	Renewals	33	41	43	31	28	176
Buildings	£m	Renewals	17	33	24	23	9	106
Electrification & Fixed Plant	£m	Renewals	9	16	27	29	9	90
Drainage	£m	Renewals	5	7	10	11	8	42
Telecoms	£m	Renewals	3	5	11	16	3	37
Other Renewals ( <i>Region Only</i> )	£m	Renewals	1	5	13	13	16	48
<b>Total Renewals</b>	<b>£m</b>		<b>294</b>	<b>443</b>	<b>489</b>	<b>483</b>	<b>303</b>	<b>2,011</b>

Table 7.1 – Renewals Costs

**EFFECTIVE VOLUMES**

Asset Group	Funded by	CP6					CP6 Total
		19/20	20/21	21/22	22/23	23/24	
E&FP – OLE Wire Runs	Renewals	0	0	0	0	13	13
Earthworks - 5 Chains	Renewals	167	166	197	114	148	793
Signalling - SEUs	Renewals	96	16	78	385	221	796
Structures – Underbridges and Overbridges	Renewals	3,630	3,504	4,176	2,610	8,022	21,942
Track – Plain Line	Renewals	176	245	221	207	144	994
Track – Switches and Crosses	Renewals	45	37	30	27	45	184

Table 7.2 – Key volumes



## INCOME

<i>£m in cash prices</i>	19/20	20/21	21/22	22/23	23/24	Region	Other	CP6
Variable charges (VUC, EAUC)	(27)	(19)	(25)	(29)	(30)	(130)	0	(130)
Stations LTC	(28)	(29)	(29)	(29)	(30)	(145)	0	(145)
EC4T	0	0	0	0	0	0	0	0
Schedule 4 ACS	(8)	(9)	(9)	(8)	(6)	(40)	0	(40)
FTAC	(263)	(276)	(288)	(305)	(321)	(1,453)	0	(1,453)
Network Grant (SOMR)	0	0	0	0	0	0	(2,245)	(2,245)
Income from FNPO	0	0	0	0	0	0	0	0
Other single till income	(34)	(29)	(39)	(48)	(48)	(199)	0	(198)
<b>Total Turnover within scope of PR18</b>	<b>(360)</b>	<b>(362)</b>	<b>(390)</b>	<b>(419)</b>	<b>(435)</b>	<b>(1,966)</b>	<b>(2,245)</b>	<b>(4,211)</b>

Table 7.3 – Income

7.4. Enhancements costs

In contrast to previous Control Periods, in CP6, investment in the railway can be introduced at any time and will be governed by Transport Scotland's Rail Enhancement Capital Investment Strategy (RECIS).

The existing pipeline of enhancements is under review by Scottish Ministers in light of the Covid-19 pandemic, Scottish Government policy documents published in 2020 such as National Transport Strategy 2 and the Climate Change Plan Update, as well as Ministerial announcements on the Edinburgh Waverley Masterplan and the Decarbonisation Action Plan.

The policy documents place Scotland's Railway at the heart of Scotland's Climate Change Plan, not only decarbonising the domestic passenger railway by 2035, but also encouraging passenger and freight modal shift from less sustainable transport modes to "greener" rail, helping to decarbonise transport.

The rolling programme of decarbonisation will decarbonise domestic passenger services in line with rolling stock life expiry, for example class 156 trains will be life expired around 2024/25 so services to East Kilbride and Barrhead will be decarbonised at this time. It will reduce journey times and increase connectivity encouraging passenger modal shift, as well as enhancing freight gauge and creating capacity for more freight paths to encourage freight modal shift.

New stations such as East Linton, Reston and Dalcross, and new passenger railway such as Levenmouth, will expand the reach of the railway and provide new journey opportunities for new customers.

### 7.5. Whole system signalling strategy

Scotland's Railway continues to develop a whole system signalling strategy for the Region. The overarching strategy document has been shared with Transport Scotland and ORR with their proposed clarifications and amendments now incorporated into this.

The strategy workstreams are underway focussing initially on development of the Control Centres and Operations workstream as this underpins many of the others. Development of the other workstreams is ongoing and these are considering asset condition and obsolescence driven signalling renewals, integration of these with the enhancement pipeline, the rolling programme of electrification and the rolling stock plan.

Scotland's Railway is engaged with the Digital Railway programme and we are jointly considering which elements would provide benefits to Scotland. Demonstrations by equipment providers are currently underway to help with business case considerations. Where projects significantly affect the signalling asset, passive provision for digital railway ready specifications will be considered but only where the rolling stock plan and signalling strategy indicate a likely digital intervention within the lifecycle of the renewed asset.

Comparing the asset condition data with Scotland's Integrated Pipeline shows that some prioritisation within both workbanks will be required for future control periods to ensure they are both deliverable and affordable.

### 7.6. Telecoms strategy

Scotland's Railway and Network Rail Telecom (NRT) look to cooperate fully with Transport Scotland and the Scottish Government to examine areas where Network Rail's digital assets can support passenger services where digital connectivity is limited or currently missing, or where the assets can support digital coverage for remote and rural communities:

- Plans concentrated to address concerns with ageing telecoms equipment and power supplies to support the Regions assets
- Costs allocated across all Station Information and Security System (SISS) assets in the Region and a reactive minor works budget allowance included for cable and Route renewals
- Plans targeted at level crossing improvements, telephone concentrators / voice recorders. Some limited budget on Driver Only Operation (DOO) assets
- Significant budget evenly allocated on public address, public alert, customer information and closed-circuit TV systems
- Plans to renew troughing and cable between Carstairs and Motherwell on West Coast Main Line

### 7.7. Property strategy

Our Property function provides strategic property and town planning advice together with associated property acquisitions and transactions to support the delivery of operational maintenance, renewals and revenue generating renewals in Scotland's Railway, currently with support and emphasis on:

- A9 Dualling and Highland Main Line
- Development of freight terminals and other facilities
- Maintenance and renewal business as usual projects
- Office and accommodation strategy
- West of Fife enhancements
- Levenmouth
- New Stations at Reston, Dalcross, East Linton, Dalcross
- Edinburgh Waverley Western Approaches
- Edinburgh Waverley, Perth Station and Inverness Station Masterplans
- Rolling Programme of Decarbonisation
- Freight Gauge Enhancements
- East Kilbride Barrhead Improvements and Electrification; including new Station at Hairmyres
- Highland Mainline Accessibility
- Step Free Access
- Far North Line Improvements
- Carstairs Chord & Electrification
- Growing Lothian and the Borders (GLAB)
- Delny Level Crossing Closure
- Queen Street Station/North Hanover Street Podium Development
- Forth Bridge Walk Experience

The Property function was devolved as part of the Putting Passenger First initiative in September 2020. This change supports our focus on planning projects at an early stage to ensure that appropriate land and consents strategies can be put in place to enable projects to be delivered efficiently. Early engagement will lead to joint planning around the delivery of projects via Transport & Works Scotland Act Orders, Private Member Bills or other agreed delivery methodologies where appropriate. The Property function as part of Scotland's Railway will work hard to realise the ambitions and spirit of the published Scotland High Level Output Specification deliverables, specifically reference to property disposal and making best use of redundant or underused assets for the greater benefit of the communities where they are located, passengers and freight users.

### 7.7.1. Land Strategies

We will look to develop detailed land strategies that help inform the optimum use of estate potentially realising additional benefits, such as better operational facilities, the release of commercially developable land, bringing underutilised assets back into use for the benefit of the community and offering opportunities to lever in third party investment. Through Strategy & Planning and Sponsor teams with the support of Property, we will continue to build on the good record in attracting inward investment to the business (such as through developer contributions (e.g. Cala Homes in East Lothian), S.75 contributions) making best use of relevant expertise and experience in commercial activities and initiatives particularly for station and network enhancements.

Examples include a joint Region / Property master plan which is published for Edinburgh Waverley station in conjunction with City of Edinburgh Council who have a special interest in the station as Planning Authority and a key landowner with influence on all four entrances to the station. The master plan will seek to address the major improvements that have been identified to meet forecast demand at the station.

We will identify adjacent land in 3rd party ownership that would improve the efficient management of the rail network, including targeting essential access points onto the railway or where known railway expansion ambitions could be realised.

A Property Scotland Strategic Board has been created to shape, manage, prioritise and govern Scotland's Railway land and property holdings and activities, reviewing the periodic performance, approving key land strategies and making key decisions to enable successful implementation of our business plan.

### 7.7.2. Disposals and Income Generation

Sites being considered for disposal will be subject to early industry consultation so that operational uses can be protected, and where possible, enhanced. Scotland's Railway will work to dispose of land where it presents a liability to reduce costs.

We will work collaboratively with Train and Freight Operators to look at joint initiatives where this benefits the industry through reduced costs, enhancing passengers experience or moving freight onto rail (existing projects include Glasgow Queen Street, Aberdeen and Dundee stations and Fort William). Scotland's Railway and Train Operators will work collaboratively to promote and support regeneration projects that fall outside of normal commercial return criteria, as well as the re-use of redundant but protected buildings for community uses.

We will continue to help support Property's sustainable growth model that generates income to reinvest and create a better railway for a better Britain. This will include generating both organic and investment growth in the Commercial Estate (arch) portfolio, Retail income at Glasgow Central and Edinburgh Waverley, passenger outcomes through hypothecated gains and working to generate income where developers seek to use or develop Network Rail land.

### 7.7.3. Accommodation Strategy

Property will develop an overall accommodation strategy, building on the work already done to facilitate new operational accommodation to support frontline colleagues. Office accommodation will aim to adhere to the Government Property Unit targets of 8sq.m/FTE and agility ratio of 7 desks / 10 FTE. By driving towards these targets, Network Rail will work its corporate estate more efficiently and we plan to realise OPEX savings as a result.

### 7.7.4 Customer Service

Property will improve the way it serves all its customer and stakeholders, both internal and external, by canvassing and acting on our customer feedback. We will aim to improve our information management and implement a programme of digital and systems improvements to enable quicker, clearer and more relevant communication.

### 7.7.5 Covid-19 Workplace Strategy

Network Rail developed a suite of Risk Assessments in line with government Covid-19 Workplace Guidance. Network Rail Scotland was required to risk assess and put in place the necessary hygiene and physical distancing controls across 120 workplaces of varying types and purpose, including Operations Centres, Maintenance Depots and Offices. This was completed by multiple trained Covid-19 Champions across Scotland's Railway and ongoing assessment of risk and robustness of controls is provided via a specific self-assurance protocol. This protocol is currently being developed and transferred to our i-auditor tool for ease of use and greater transparency.

Several new Business Processes, Standards and Task Risk Controls were also developed and implemented across our front-line teams. This included new First Aid protocols, protocols for travelling in vehicles and the modification of vehicles to create physical distancing barriers and business processes for managing critical inspection and maintenance activities following a short-term reduction in resources due to Covid-19. New processes were also developed should this lack of resources result in our infrastructure becoming non-compliant to standards.

## 7.8. Efficiencies Red Amber Green (RAG) Status

In preparing our cost forecasts for this plan we have considered the volume of work required, the current cost of undertaking the activity, and then applied 'headwinds' and 'efficiencies' to this as outlined in Tables 7.5 and 7.6 above. In addition to the Region delivered headwinds and efficiencies, the benefits of the two centrally delivered programmes, Intelligent Infrastructure (II) and Electrical Safety Delivery programme (ESD) have been included.

Efficiencies are areas where we have identified potential ways for reducing the cost of undertaking activities. These may be initiatives that we already undertake, for example packaging of similar work items in to single contracts to maximise buying gains, that could be exploited further; or they may be entirely new initiatives, for example use of remote condition monitoring to intervene on our civils assets earlier.

As we develop our plan our objective with efficiencies is to identify opportunities, quantify and prioritise these and then develop implementation plans to implement quickly and maximise the benefits. In 2019/20 there had been a number of issues that has negatively impacted efficiencies for Track and Structures. Freight pathing and driver availability issues for Track works has resulted in reduced volumes at various site. For Structures within Years 1 and 2, efficiencies have been negatively impacted by increased contractor costs driven by the delay in award of the new CP6 framework, escalating access costs as well as asset condition. Mitigation plans are in place to address these and we are forecasting to recover by the end of CP6.

The below Efficiencies summary include the £40 million additional efficiencies challenge as part of a response to the impact of Covid-19 on the Rail Industry. This is split between both Opex and Renewals.

	CP6					CP6 Total
	19/20 (Actuals £m)	20/21 (Forecast £m)	21/22 (Forecast £m)	22/23 (Forecast £m)	23/24 (Forecast £m)	
CAPEX (Renewals)	40	47	58	78	59	283
OPEX	7	15	23	30	36	111
<b>Totals</b>	48	62	81	108	95	394

Table 7.4 – CP6 Efficiencies

7.9 Risk

		CP6 (£m cash)					
	Unit of Measure	19/20	20/21	21/22	22/23	23/24	CP6
Region Risk	£m	-	0	0	10	50	60

Table 7.5 – Financial risk summary

Within the £60 million noted above, this includes £40 million for additional efficiencies which is ear marked for further reinvestment, not delivery of the outputs included in this document.

The combination of our core CP6 plan, headwinds / tailwinds and efficiencies / inefficiencies represents the 'most likely outcome' for CP6. However, it excludes any funding for financial risk that sits in our plan within Table 7.5 above.

Whilst it is difficult to precisely estimate the likelihood of delivering our plan in CP6, it seems reasonable to suggest that, overall, there is a 45% to 55% likelihood of the outputs in the plan being delivered for the forecast cost in our CP6 plan (i.e. our plan is set at around P50). This means that approximately half of the time, we will be able to deliver our plan for the forecast cost. However, financial uncertainty varies between expenditure categories. For example, we consider that there is significantly more uncertainty in our renewals plan than in the support, operations and maintenance plans in CP6. Our analysis also shows that there is significantly more financial uncertainty in later years of the control period.

The current position of the risk fund has reduced from £329m from Final Determination to £60 million at RF11 2020/21. This is due to risks being identified within OPEX expenditure, Renewals, and Income across the Control Period, particularly taking into account the impact Covid-19 has had on Scotland's Railway finances where property-related income from areas such as retail has been particularly impacted due to significant falls in passenger numbers.

## 8. People

### 8.1. People performance Scorecard metrics

PROUD TO WORK FOR NETWORK RAIL		19/20	20/21	21/22	22/23	23/24	Achievability
Employee Engagement	Revised Target	65.0%	74.0%	67.0%	74.0%	77.0%	
	Last Year's Plan	68.0%	67.0%	70.0%	74.0%	77.0%	

Our people strategy recognises the opportunities of the Putting Passengers and Freight First (PPFF) organisational change programme by seeking to support embedding the new organisational structure implemented in 2020. PPF gives the opportunity for greater devolved ability and to set out an agenda that is more closely aligned with the needs of Scotland's Railway taking account of the socio-economic policies and drivers that are specific to Scotland rather than generically aligned with the rest of Britain. This also enables the ability to forge greater links with Scottish communities, universities and colleges supporting career opportunities as well as positioning Network Rail Scotland as a diverse and inclusive community partner and preferred employer.

Recognising our changing Rail environment, the recommendations made by both the rail reviews carried out by Keith Williams and Andrew McNaughton along with the challenges created by COVID 19 and decarbonisation, we are working to ensure continuous improvement along-side the most efficient use of public monies.

With a focus on strategic work force planning, training and development for our people as well as succession planning, early engagement and targeted recruitment to ensure business continuity, our aim is to empower our people to always be safe, to care about the railway, it's users, each other and put teamwork at the heart of all we do.





## 8.2 Diversity & Inclusion

We aim to be an inclusive community which recognises the potential talents and contribution of all people regardless of age, disability, gender, marriage and civil partnership, pregnancy and maternity (and paternity), race, religion or belief, sex, sexual orientation and socio-economic status.

The Scotland Diversity and Inclusion Strategy sets out our vision for the next four years and complements the national Network Rail's diversity and inclusion strategy (2019-2024).

We are committed to become an employer of choice for all people. We want to be at the forefront of developing talent and enabling all our employees to reach their full potential. We want all employees to bring their full self to the workplace. We will listen to our customers in continuously improving our commitment to diversity and inclusion.

We are clear that women, people from Black, Asian and Minority Ethnic backgrounds, disabled people and lesbian, gay, bi-sexual, trans and queer people are under-represented throughout our organisation and in Scotland we have set ourselves ambitious targets. Our diversification targets are set out below in Table 8.1. We will also address areas like social mobility, flexible working and bullying and harassment.

Protected Characteristic	NR Scotland target		National Network Rail target		Scotland population	UK population
	2024	Jan 2021	2024	Jan 2021		
Gender	26%	16.22%	26%	18.91%	51% female	51% female
BAME	4%	1.15%	13%	9.33%	4%	13%
Disability	4%	2.40%	-	2.45%	20%	22%
LGBTQi+	2%	0.84%	-	1.1%	2.2%	2%

Table 8.1 – Diversification Targets

## 8.3 Mental Health and wellbeing

During CP6 we are committed to implementing the national target of reducing mental health related absence by 25%<sup>\*4</sup> by 2024.

Since March 2020 we have recognised the ongoing challenge posed by COVID 19 and in following government advice we are supporting our staff through innovative interventions such as providing range of webinars, promoting meetings, protecting free time between 12pm-2pm, creating safe space for colleagues to meet through our Friendship Café (developed by Scotland's Railway) and helping managers to recognise, identify and support staff with mental health issues;

<sup>4</sup>

\* [CP6 Strategic Plan-Safety-Technical-and-Engineering-Final.pdf \(sharepoint.com\)](#)  
we lose on average 43,079 days to Mental Health absences each year (page 27)

we also have a range of initiatives to support parents working from home to manage home schooling and maintain a regular dialogue on agile working for all staff.

We are reviewing the focus and the capacity of wellbeing ambassadors and mental health champions.

A full review of mental health and wellbeing is currently being undertaken with a view to the development and implementation of a Scotland's Railway Health and Wellbeing Strategy.

#### 8.4 Developing our People

With dedicated regional resource now added to support both regional competence & development and our Graduate & Apprentice schemes our People Strategy sets out to increase our commitment to bespoke learning and development interventions. We are introducing more tailored learning and increasing the number & range of apprenticeships on offer. We are also working to create routes to management that recognises a range of educational starting points, our graduate programme is bigger and more closely aligned to the needs of Scotland's Railway. We recognise it is imperative to have closer collaboration with our Scottish universities and colleges along with our industry partners, in particular train and freight operators.

We are developing a behavioural change programme that supports PPF and encourages our employees thinking about the actions they take and the impact it has on passengers and freight users. With an emphasis on personal development supported leadership and behavioural learning being utilised via the Network Rail, Rail Leaders programmes and the Institute of Leadership & Management supporting development of a leadership programme that is applicable for employees right through the business, top to bottom, and provides leadership development in advance of promotion and line management responsibilities.

Where possible, learning is accredited against the Scottish Curriculum Qualifications Framework (SCQF) allowing progression and development that is clear and understood. We are also seeking to work with the Rail Industry professional bodies such as the PWI & IRO to support rail engineering and operations specific development.

We continue to utilise the 9 box Potential/Performance grid approach to identifying tailored development activities. We will also use this as a mechanism to consider our high talent for the NR accelerated leader programme and other development programmes.

#### 8.5 Strategic Workforce Planning

With the introduction of a dedicated Strategic Work Force Planning Manager we are developing a people resource plan for Scotland's Railway with the aim of ensuring we have the right people resource and structure in place to continue to sustain our railways into the future, whilst ensuring best use of public monies during the challenging economic landscape as a result of COVID 19.

From a resourcing perspective we are also working with our people managers to provide candidates a high-quality experience throughout their recruitment journey and making sure we are advertising our roles on platforms that reach out to a diverse range of candidates attracting the best candidates when filling our vacancies in pursuit of attracting, recruiting and enabling a safety conscious and high performing workforce.

## 9. Sign-off

This document and accompanying templates are owned by the Managing Director Region (MD-R).

Submission of this document indicates confirmation that:

- all appropriate level 1 assurance activities have been undertaken (see separate advice on definition of level 1 assurance);
- the MD-R is satisfied with the quality, currency and appropriateness of the content of this document as well as the cost, volume and activity projections to which it refers;
- the signatories are satisfied that the plan has been assessed as deliverable, subject to the assumptions articulated in Appendix B Key Assumptions.

Signature

Date



Alex Hynes  
Managing Director, Scotland's Railway

29/04/2021



Gordon Wales  
Finance Director, Scotland's Railway

29/04/2021

## Appendix A – Stakeholder engagement

### Who are our stakeholders?

The industry's key stakeholders in determining future options are: passengers, Scottish Ministers and Transport Scotland who specify and fund the network in Scotland, passenger operators, including: Abellio ScotRail, LNER, Avanti West Coast, TransPennine Express, Caledonian Sleeper, CrossCountry, Charter operators and Freight operators including: Direct Rail Services, GB Railfreight, DB Cargo Colas Rail, Freightliner and Rail Operations Group). The UK Government, HS2 Ltd, ORR and representative groups are also involved in strategic development of priorities that fed through to the Scottish HLOS and PR18 process.

There are a diverse range of stakeholders who have a relationship or a credible interest in Scotland's Railway and we aim to make effective and meaningful engagement an integral part of everything we do. An initial stakeholder engagement mapping exercise has been completed looking at stakeholder categories such as customers, political, funders and decision makers, regulatory, statutory, public bodies, communities and economy, safety and security, HR, Unions and supply chain. This will be developed further as we progress and implement our Stakeholder Engagement Plan.

### How have we engaged with our stakeholders?

Stakeholders have been engaged through the quarterly Scotland Investment Review Group (SIRG) to identify investment opportunities and funding priorities, and through the process that led to the establishment of the Scotland Route Study in summer 2016 in previous years. The Freight Joint Board which includes end customers and the Freight Working Group (Freight Operators only) also attend quarterly meetings which review the opportunities to bring investment and encourage modal shift from road to rail which is captured in the Freight Growth Plan covered later in this document.

In addition to the quarterly core SIRG meetings, specific stakeholder workshops were undertaken for CP6 where we shared the development of the OMR plan. These were cross-industry events involving Transport Scotland, ORR, Transport Focus and Freight and Passenger operators. More detailed sessions were also held with Transport Scotland and ORR.

### How will we engage with our stakeholders moving forward?

Scotland's Railway wants to make effective and meaningful stakeholder management an integral part of everything we do. With a wide range of stakeholders from our lineside neighbours and customers to partners, suppliers and funders we recognise the need to have effective engagement allowing us to fully appreciate and understand their priorities and needs. We have prepared a Stakeholder Engagement Strategy setting out where we believe we are now and where we want to get to. A stakeholder engagement plan for Scotland's Railway first developed in 2020 is now updated annually. This details our aims, purpose and scope, stakeholders, and our plan of engagement. Whilst a high level of interaction already exists, we aim to improve how we capture our stakeholder engagement activities allowing us to demonstrate how we are taking account of engagement in our decision making.

In addition to the above, the Team Scotland Execution Plan was developed and introduced in 2019. Its' overall aim is to create a dynamic way of working based on collaborative behaviours across the Scottish Rail Industry that enables rail investments to be delivered, providing tangible benefits to passengers and freight

operators. This new way of working is aligned with the Rail Enhancement and Capital Investment Strategy (RECIS) process and the pipeline approach to funding new investment opportunities that benefit the rail industry.

### Stakeholder priorities

*Passenger*: passenger priorities are illustrated in Figure A1 overleaf, taken from the most recent Transport Focus study into rail passenger's priorities in Scotland. Additionally, we are mindful of the need to consider the barriers to modal change from those who are not currently train passengers. These include connectivity with other forms of transport and a competitive journey time.

The National Rail Passenger Survey (NRPS), delivered by Transport Focus, is used to produce a Scotland wide picture of passengers' satisfaction with rail travel (for this Region it is based on Abellio ScotRail services) and over a third of the results relates to their experience at stations. Scotland's Railway is developing masterplans for the two managed stations within Scotland, Glasgow Central and Waverley and any significant developments within these two stations may have a short-term impact on the NRPS scores.

Key stakeholder priorities correlated with the 2021/22 long-term scorecard (LTS) illustrated in the Table A1 below.

Stakeholder	Key priorities for CP6	Included within LTS
Abellio ScotRail	<ul style="list-style-type: none"> <li>▪ <i>Maximising passenger growth to exploit capacity provided by new fleet and infrastructure in CP5.</i></li> <li>▪ <i>Aligning Network Rail and Abellio ScotRail's regulatory and franchise targets for CP6.</i></li> <li>▪ <i>Improving right time performance, as well as PPM.</i></li> </ul>	✓
Caledonian Sleeper	<ul style="list-style-type: none"> <li>▪ <i>Delivering the Right Time Arrival at Destination target of 80% for 2018/19 and to the end of the franchise.</i></li> </ul> <p>Minimising impact on existing services from introduction of the new fleet of sleeper coaches in 2019 and the impact of the HS2 works at Euston. Working with NR to minimise impact on sleeper services of Bank holiday possessions. Development of options for early boarding at managed stations and developing new markets and dedicated Lounges at key stations.</p>	✓
Avanti West Coast	<ul style="list-style-type: none"> <li>▪ <i>Sustaining, but ideally improving train performance (London to Glasgow PPM MAA currently c.85%)</i></li> </ul> <p>Achieving journey time reductions to support modal shift from air, for example through more use of enhanced permissible speeds. Management of enhancements and renewals to minimise impact on cross-border traffic.</p>	✓
London North Eastern Railway	<ul style="list-style-type: none"> <li>▪ <i>Sustaining, but ideally improving train performance</i></li> </ul> <p>Journey time improvements into Edinburgh Waverley. Operating additional services once rolling stock available Taking advantage of new electrification north of Edinburgh.</p>	✓
CrossCountry Trains	<ul style="list-style-type: none"> <li>▪ <i>Performance resilience improvements between Edinburgh and Berwick.</i></li> </ul> <p>Drem to Edinburgh constraints: Portobello Junction: Abbeyhill Junction: would support schemes to reduce level of constraint risk at these locations Edinburgh to Glasgow: Journey times are important for passenger flows and would support schemes which enable improved journey times.</p>	✓

TransPennine Express	<ul style="list-style-type: none"> <li>▪ <i>Performance improvement via right time presentation border to Edinburgh and Glasgow</i></li> </ul> <p>Carstairs flexibility and the interaction with other operators Introduction of new trains to improve capacity, and platform capacity at terminal stations to support these. Spreading access for renewals and enhancement works through CP6 to minimise peaks of disruption.</p>	✓
DB Cargo	<ul style="list-style-type: none"> <li>▪ <i>Reliability and resilience of existing network</i></li> </ul> <p>Avoiding closures such as Larnington (where scour damage caused the WCML to be closed for seven weeks in 2016). Gauge clearance for diversionary routes and swifter response to new business proposals.</p>	✓
Direct Rail Services	<ul style="list-style-type: none"> <li>▪ <i>Protecting existing capacity for freight</i></li> <li>▪ <i>Improving freight journey times</i></li> </ul> <p>Improved capacity (train length) and route availability (e.g. reducing restrictions for Class 66 locomotives). Addressing competition from the new A9 dual carriageway extension project and Highland Mainline.</p>	✓
West Coast Railways	<p>The Jacobite and ensuring its long-term future, in its present form. Borders steam, which had a successful short season in 2017. Reasonable pathing for charter on rural scenic routes (WH, Kyle particularly).</p>	

Table A1 – Key stakeholder priorities correlated with 2021/22 long-term scorecard

### How stakeholder needs have been prioritised

As described in earlier sections, many short-term passenger needs will be addressed through enhancements to rolling stock and infrastructure that are currently taking place. For example, the Edinburgh to Glasgow Improvement Programme introduced new electric trains; has increased available seats for passengers by extending the trains to eight carriages; provided a high quality on-train environment and, improved the Wi-Fi provision. Finally, the passenger experience will be dramatically improved at Glasgow Queen Street station. It will also reduce the disruption experienced on Scotland's Railway through engineering works.

Looking further ahead, many stakeholder longer-term needs and aspirations may require enhancement to the network and have been identified through the Route Study process, and work with Transport Scotland is ongoing to build on the outcomes and develop priorities for investment and co-ordination with other industry activities, for example around opportunities aligned to rolling stock and franchise choices. These are being progressed on a continuous basis to promote better planning and alignment with long-term government strategic outcomes, reflecting the availability of funding and the maturity of projects.

Within the core Operations Maintenance and Renewals (OMR) plan, stakeholder concerns around weather resilience have been recognised, as well as the wider need for a continually high performing railway to support passenger growth. Longer-term passenger and freight capability aspirations have been recognised and incremental line speed and capability benefits will be identified and delivered alongside core renewal schemes as appropriate. Opportunities for more comprehensive line-of-route gauging interventions are under consideration as part of the development of a Scottish Gauging Requirement, as specified in the HLOS.

### The results of the prioritisation of needs

The prioritisation of outputs outlined in 'Scotland's rail infrastructure' industry advice is consistent with Transport Scotland's emerging view of the likely availability of funds and government outcomes after 2019, to progress further capacity increases and journey time improvements.

These included continuation and completion of projects commenced in CP5. The enhancement portfolio has identified interventions that improve station capacity, support HS2 service delivery, as well as infrastructure improvements on routes north from the Central Belt.

Within OMR, stakeholder aspirations are broadly consistent – to have a reliable infrastructure and one that is resilient to major disruption (e.g. weather-related disruption). The plans set out in this document are focussed on achieving these aims across the network.

#### How these priorities link to short and long-term Scotland's Railway objectives

As enhancement programmes have been developed transparently and in collaboration with government and wider stakeholders, both within the rail sector and beyond, these are intended to be aligned to the Scotland's Railway's priorities around asset condition, performance and capability. There has been an explicit consideration of opportunities to align investment in the network with renewal and maintenance opportunities, which will be factored into the programme development being taken forward with Transport Scotland.

## Appendix B - Key assumptions

Ref no.	Topic (e.g. access, deliverability, climate etc.)	Assumption	Areas of spend impacted (e.g. all OPEX, track renewals, all spend etc.)
RSP/KA01	Deliverability	This plan is consistent with the delivery of category one and two enhancement pipeline projects but can be delivered independent of funding being agreed for these.	OMR
RSP/KA02	Risk	There are no material increases in Network Rail's responsibilities during CP6 (for example: increased security costs beyond those accounted for in the plan; increased responsibility for third-party land or property risk, condition of adjacent private property at Ayr; third party costs/losses due to invasive species).	OMR
RSP/KA03	Deliverability	The plan assumes that revised commercial arrangements are in place to deliver the renewals work bank and specifically that new contracts for delivery of track renewals are in place for year one of the control period (assumed by August 2019). Note: This was completed in August 2019.	R
RSP/KA04	Enhancements	Existing funded enhancements will be delivered in line with those committed CP5 enhancement schemes (as at RF11 2019).	Enhancement funding
RSP/KA05	Finance	Additional OM costs associated with currently uncommitted enhancements (for example new CP6 electrification) are not included and it is assumed they will be varied in to plans when the enhancements are committed.	OM
RSP/KA06	Finance	Future legislative and policy changes, including the impact of changes to regulations following the UK's exit from the European Union.	MR
RSP/KA07	Deliverability	Scotland's Railway cost and activity have been described on the basis of the current organisation as at February 2021, any changes as a result of funding constraints will be reflected in a re-baseline of these numbers.	O



Ref no.	Topic (e.g. access, deliverability, climate etc.)	Assumption	Areas of spend impacted (e.g. all OPEX, track renewals, all spend etc.)
RSP/KA08	Finance	The revised Scottish Transport Strategy does not require an increase in OMR expenditure during CP6.	OMR
RSP/KA09	Finance	Data quality for CP6 planning is fit for purpose, and if unexpected volumes of work arise these can be contained through reprioritisation of the plan.	MR
RSP/KA10	Risk	Obsolescence is manageable in line with our obsolescence strategy.	MR
RSP/KA11	Performance	The core plan does not assume further new train introductions beyond those planned in CP5.	O
RSP/KA12	Finance	The plan assumes that any outputs of the Varley review into vegetation management in England and Wales will be agreed with Transport Scotland prior to implementation and will be introduced on the basis that they are cost neutral to Scotland	O
RSP/KA13	Finance	Full implementation of the Scotland Gauging Strategy will be subject to Transport Scotland agreeing funding in addition to the core OMR funding settlement	MR
RSP/KA14	Performance	There is no upturn in coal traffic in CP6.	MR
RSP/KA15	Finance	The level of funding, including risk funding, that is included in the plan for development of CP6 renewals is sufficient to allow for their efficient delivery on a standalone basis or integrated with CP6 enhancement projects.	R
RSP/KA16	Risk	The plan assumes any strengthening of the Queen Street Station barrel roof triggered by adjacent property developments, is funded by these developments or treated as an enhancement to be funded separately.	R
RSP/KA17	Access	Existing rules of the route access arrangements are maintained	MR

Ref no.	Topic (e.g. access, deliverability, climate etc.)	Assumption	Areas of spend impacted (e.g. all OPEX, track renewals, all spend etc.)
RSP/KA18	Finance	We have not made any provision for the impact of new infrastructure schemes external to the railway, for example additional rail works required as a result of the major A9 dualling project	OMR
RSP/KA19	Deliverability	Efficiency savings identified through productivity improvements can realise cost savings through appropriate redeployment of resource or cost-effective reduction in overhead.	OMR
RSP/KA20	Risk	The traction power network has sufficient capacity and resilience to deliver current train plan, this is currently being modelled by Network Rail Design Group.	R

## Appendix C - Freight and National Passenger Operators

### Regional Headlines – Scotland's Railway

The Freight and National Passenger Operators (FNPO) and Customer Experience (CE) team has an embedded team of four people in Scotland's Railway collaborating with Freight Operators, Caledonian Sleeper and Freight End Users to improve overall service delivery. The Freight team also work in partnership with the Region, Freight Operating Companies (FOC), Freight End Users and Stakeholders and Transport Scotland to deliver the freight specific HLOS targets for rail freight growth, average speed and performance.

Delivering  
a reliable  
and  
resilient  
service

**Performance** to our Freight Customers at Regional level is measured in terms of arrivals at destination within 15 minutes of timetabled time (FDM—R). The Regional target for FDM-R for 2021/22 is 94.1 %, with a 94.5 % target for the end of CP6.

Caledonian Sleeper also operates nightly services, six nights per week, from London Euston via West Coast Main Line (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 Scotland, to a variety of leisure destinations being hauled by both standard and heritage steam and diesel locomotives

FNPO & CE also includes the Freight Service Delivery Manager role, working 24/7 adjacent to the National Operating Centre to arrange contingency with Region Controls to maximise the punctuality of freight in the event of network incidents and disruption.

The freight team attends the Regional Performance Board and two FOC/freight team groups are held in Scotland, primarily focussing on performance improvements (Scotland Freight Production Group and Mossend Stakeholder Group). The FNPO 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 Region level. FNPO 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.

<p>Enable Sector Growth</p>	<p><b>Freight Growth</b> and the delivery of the Industry Growth Plan, published in March 2019, throughout CP6 is a core requirement for the 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 freight team to take a more proactive approach in the development of rail industry capability and capacity to improve the rail freight offering which will allow our freight customers to provide a competitive and sustainable service to support Scotland's economic growth and decarbonisation targets; Simpler Solutions and Doing Things Differently.</p> <p>During Covid-19, with the temporary reduction in passenger timetables, it has been possible to optimise the length and journey times for several freight services. Going forward, we will further enable growth through the operation of longer and heavier trains using the agreed Service Plan Review (SPR) process to improve productivity and reduce industry costs by maximising payload in each robust train path. Opportunities for reducing journey times for freight services will also be developed.</p> <p>There are several routes in Scotland where known growth potential and subsequent modal shift to rail is being constrained though lack of capacity or gauge. Investment will be required to alleviate capacity and gauging challenges and the freight team will continue work with Scotland Region to identify and secure opportunities to achieve modal shift</p>
<p>A safer and more sustainable railway</p>	<p><b>Safety</b> 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 freight team and the maintenance teams. This includes the timely completion of SIN184 activity on Routes as well as the sharing of Connection Agreements and maintenance records.</p> <p>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). 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 development of Wheel Impact Load Detection (WILD) to improve wheel rail interface with improved WILD software and coverage being developed nationally is also supported, as well as a fleet wide RFID tag programme for wagons.</p> <p style="text-align: right;">2</p>

## Appendix D - Supporting Strategies

This Appendix lists supporting strategies including the Region specific asset strategy statements for CP6 which summarise how Scotland's Railway will locally apply national asset policy.

- Scotland's Railway Asset Strategies
- Scotland's Sustainability Strategy 2019-2024
- Scotland Gauging Strategy
- Scotland Journey Time Improvements Strategy
- Scotland Freight Growth Strategy
- Enabling efficient electrification in Scotland (Efficient Electrification Strategy)
- GB wide Short Form Strategies-
  - System Operator
  - FNPO
  - Contracts & Procurement
  - Corporate Communications
  - Human Resources
  - Information Management (e.g. IMS)
  - Information Technology
  - Quality

## Appendix E - List of supporting annexes

Annex 1: Change log

Annex 2: Long term scorecard

Annex 3: ABP models

Annex 4: Asset efficiency commentary

Annex 5: Stakeholder Engagement Plan

Annex 6: HLOS tracker

Annex 7: Asset Management Strategies

## Appendix F - Glossary of terms

Term	Full description	Supporting explanation with Region context
ABP	Activity Based Planning	An established accounting process used widely across organisations and introduced by Network Rail to develop maintenance resource and costs in CP6
CAPEX	Capital Expenditure	An accounting term used to classify money spent on acquiring or improving fixed assets which is then depreciated in the accounts and non-consumable. Renewals and enhancements are treated as CAPEX in CP6.
CCTV	Closed Circuit Television	Television systems used primarily at stations are part of the SISS assets
CIS	Customer Information System	Display screens and voice announcements relayed from the signalling system to inform passengers
Control Period		The five-year timespans used by Network Rail and ORR for financial and regulatory planning purposes as part of the Network Licence under which Network Rail owns and operates the national rail network.
CP5	Control Period 5	April 2014 - March 2019: the previous Control Period
CP6	Control Period 6	April 2019 - March 2024: the current Control Period.
CRI	Composite Reliability Index	An indicator agreed between Network Rail and ORR which summarises the contribution of asset reliability to the safety and performance of the railway.
Digital Railway		A generic term for a Cross Industry Programme addressing improvement in capacity of the UK rail network by introducing for example improvements in digital command control and signalling systems and intelligent infrastructure and trains thus creating a more agile and dynamic network response to support supply chain and passenger flows on the national rail network.
DOO	Driver Only Operation	A method of train operation where the driver is responsible for the operation of the train doors
DRP	Dynamic Rail Profiling	Technology which supports the checking and alignment of rail profile – thus improving safety and quality in track work.
DEAM	Director Engineering & Asset Management	Organisational lead in Scotland's Railway for the engineering and asset management of the railway system.
DTS	Dynamic Track Stabilisation	Machinery and techniques to consolidate track support and allow reopening of lines with no restriction of speed
ETCS	European Train Control System	The signalling and control component of the European Rail Traffic Management System (ERTMS) developed to replace existing incompatible individual systems and integrate rail networks across Europe. A key component of Digital Railway
FDM	Freight Delivery Metric	Performance measure for freight operating companies

FDM-R	Freight Delivery Metric – Region	As FDM but where responsibility lies with the Region
FDSM	Freight Delivery Service Manager	Real-time organisational lead for freight service management
FNPO	Freight and National Passenger Operators	All freight and train operators with long distance services transiting several regions who are therefore not allocated to one region for accounting and commercial management purposes but are managed through a central FNPO team, such as Cross-Country, DB Cargo and Freightliner
FOC	Freight Operating Company	A freight company with access rights to operate train services on Network Rail infrastructure
FPM	Financial Performance Measure	A measure of Network Rail's financial performance.
FTN	Fixed Telephone Network	The assets which transmit data and voice over physical cables (as opposed to wireless transmission)
FWI	Fatality Weighted Injury	An indicator commonly used in safety assessments and as part of the Common Safety Method to assess the level of safety.
GRIP	Governance for Railway Investment Projects	The management and control process developed by Network Rail for developing and delivering projects on the rail network.
HABD	Hot Axle Box Detector	Assets and supporting systems which alert Control to faults with vehicle axle support (normally bearings) allowing intervention before the vehicle fails
HLOS	High Level Output Specification	The Scottish Ministers' High Level Output Specification for Control Period 6
IP	Infrastructure Projects	Network Rail organisation responsible for implementing projects as remitted by Sponsors – the previous principal delivery partner for Network Rail investment. Now devolved into Capital Delivery within the Region.
ISO14001		The international standard on Environmental Management adopted by Network Rail as part of good business practice.
ISO55000		The international standard on Asset Management adopted by Network Rail as good business practice.
LMD	Light Maintenance Depot	A depot licenced and regulated by ORR to provide routine maintenance services to passenger and other trains
LTI	Lost Time Incidents	One of a set of key safety metrics used to improve and monitor safety management
MDU	Maintenance Delivery Unit	The main resource centre for Network Rail maintenance
MIR	Mechanically Independent Registration	A specific safety related requirement in OLE which limits the impact of failure of cables. It is specifically required in station areas to improve safety to passengers and rail staff in the event of de-wirement.
NR	Network Rail	Network Rail: the owner and operator of the railway infrastructure in England, Wales and Scotland as defined in the Network Licence



NRPS	National Rail Passenger Survey	Significant passenger experience survey carried out every six months by Transport Focus
OLE	Overhead Line Equipment	The system of assets fitted above track which provides electrical power to the electric trains energised at 25kV.
OPEX	Operating Expenditure	An accounting term used to classify money spent on items necessary for running a system and business. This is not depreciated as it is deemed consumable within a financial year. Maintenance, Operations and Control are OPEX.
ORR	Office of Rail and Road	The economic and safety regulator for Network Rail
OTM	On Track Machine	Equipment used for inspection, maintenance and renewal infrastructure work with the ability to access track – often fitted with rail wheels
PA	Public Address	System for making announcements to passengers at stations.
PPM	Public Performance Measure	Current industry standard measurement of performance combining punctuality and reliability into one figure. It shows the percentage of trains which arrive at their terminating station within 5 minutes (London, South East and regional services) or 10 minutes for long distance
PSP	Principal Supply Point	Main electricity supply to lineside equipment
RAM	Route Asset Managers	The post responsible for the safe and reliable management of rail sub-systems such as Track RAM, Signalling RAM, Buildings RAM. In CP6 the Region owners of the renewal's budgets and remits to deliverers.
RDG	Rail Delivery Group	Organisation which brings together Network Rail and the train operators into a single team to deliver a better railway
RFD	Region Finance Director	Organisational lead for the management of Scotland's Railway finances
RM3	Risk Management Maturity Model	This model seeks to define what excellence in risk management looks like and allows organisations to assure themselves that their risk management system is operating to an adequate standard.
RS	Route Services	Route Services supplies Regions with the services we decide are best provided from a national team.
SCADA	Supervisory Control and Data Acquisition	An established acronym for any system which gathers data for the purposes of system control and management. In the Region context the term is relevant to the Electrical Control Room operation and the OLE system.
SCO	Supply Chain Operations	The organisation in Network Rail which provides engineering trains (including ballast and rail delivery trains), and on-track machines
SFN	Strategic Freight Network	The trunk freight network across Great Britain.
SO	System operator (part of Investment and Business Development team in Scotland)	Network Rail System Operator brings 'whole network' management activities together in one place. These range from long-term strategic planning, through analysing station capacity for passengers or depot and stabling capacity for operators, to managing access to the network by capacity allocation in the timetable (consistent with the industry's Network Code).

SPAD	Signal Passed at Danger	A safety incident where a train does not respond as required to the signal aspect. All SPADs are investigated to understand cause as part of improving safety. SPAD risk and history are important to informing decisions in operational and asset management.
	Safety, Technical and Engineering;	Part of Network Rail's central service, now known as Technical Authority
STEM	Science, Technology Engineering and Mathematics	An initiative supported by Network Rail to encourage school pupil interest in Science, Technology Engineering and Mathematics and raise standards
TOC	Train Operating Company	A company awarded a franchise by DfT to run passenger train services under a Track Access Contract
Track Category		A classification of track governed by legislation and based on speed required, tonnage and type of traffic. The output is an index which governs the type of track installed, the maintenance regime and the charges applied to train operators for use of the track.
WD	Works Delivery	Scotland's Railway organisation for delivery of smaller infrastructure renewals