

2022 Delivery Plan Update

North West and Central



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Foreword



The North West & Central (NW&C) region is the Backbone of Britain, the economic spine linking our main cities of London, Birmingham, Manchester and Liverpool. We connect workers with jobs, people with loved ones, and goods to market.

NW&C's three more deeply devolved routes - North West, Central and West Coast Mainline South - continue to view all their activity through the lens of our service equation, which puts our passengers and customers at the heart of every decision that we make.

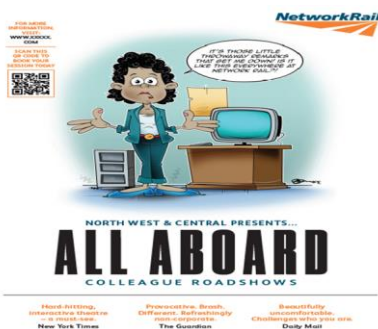


One of those decisions is how we best serve our customers, as we look towards the future of our railway. The Covid pandemic has changed how we live, work and travel. Commuter and business travel has yet to return to pre-pandemic levels, as companies maintain hybrid and remote ways of working. In contrast, leisure travel has recovered well, with passengers embracing rail travel to make the most of the easing of Covid restrictions.

This new landscape presents an opportunity for us to adapt our ways of working too, to meet our customers' needs. We are going through a period of modernisation, to make ourselves better, safer and more efficient, only taking our fair share of national funding.

As we work towards the future - of a single Great British Railway – our industry is drawing heavily on our historic strengths of innovation and agility, to best meet the needs of the communities that we serve.

Throughout this change, safety remains our core priority: Everyone Home Safe Everyday. Changes in our organisation has seen the Director of Engineering and Asset Management assume responsibility for Health Safety and Environment (HSE) on a permanent basis.



We launched our All Aboard roadshows across North West & Central. All Aboard is an opportunity for colleagues to come together to reflect on the themes of safety, modernisation and diversity and inclusion. It's a change for us to consider what we're doing well, and where we need to make improvements to promote a safe and transparent 'speak up' culture.

2022 Delivery Plan Update North West and Central

In February, storms Dudley, Eunice and Franklin caused widespread disruption to our railway. Teams of engineers battled wind, rain, and flooding to remove debris from the line, working around the clock in exceptional weather conditions. This demonstration of team spirit and a focus on performance helped to get passengers and freight safely to where they need to be.



Whether it's responding to an exceptional incident, or carrying out routine inspections and maintenance, the safety of our track worker teams is paramount. On 9 February 2021, our colleague Tyler Byrne, a track inspection technician, tragically lost his life on the railway in Surbiton. We have listened and learned from this incident, bringing track maintenance when trains are running by exception only and new safer ways of working.

Demand for freight and passenger performance improvements remains high despite the pandemic. How we plan now to, not only attract passengers back to the railway but also provide reliable services running to a timetable they can trust, is crucial for the industry's future.

Our Whole Industry way of working is best exemplified by the accelerated work at Kilsby, Crick, and Willesden, saving taxpayers £20 million by collaborating with passenger and freight operators, cutting red tape and doing things differently. Each of these jobs were major track renewal and drainage upgrades requiring costly track access. This new approach supports our strategic ambitions to be more efficient and improve reliability for passengers.

As we look forward to the year ahead, our focus is to support our passengers to travel with confidence. This means ensuring our managed stations adhere to the very latest Covid advice, welcoming passengers back with confidence.

It also means that we consistently deliver reliable performance to get passengers and freight to where it needs to be and that we implement sustainable timetables, designed with the passenger in mind. We can only do this in strong and sustainable partnership with our stakeholders, customers and funders.

We have renewed and refreshed our stakeholder engagement strategies to better align to our new devolved structure. Where we face unique challenges, we have responded in kind. For example, the Manchester Recovery Taskforce brings together operators, experts, the Department for Transport and ourselves, to properly plan a timetable and investment programme that works for passengers through Manchester.

We are already learning the lessons of CP6, embedding that understanding into our CP7 plans and priorities now. We will deliver a safe, efficient, customer focused railway for a future that passengers and freight users need and deserve.

Be safe. Be patient. Be kind.

Tim Shoveller

North West & Central

Priority Outcomes and KPIs - Long Term Scorecard

North West and Central					
RF11 Long Term Scorecard	CP6				
	Yr1 Actuals	Yr2 Actuals	Yr3 Forecast	Yr4 Forecast	Yr5 Forecast
ON THE SIDE OF PASSENGERS AND FREIGHT USERS	19/20	20/21	21/22	22/23	23/24
On Time	57.8%	77.6%	70.3%	70.3%	70.3%
Consistent Region Measure – Performance (CRM-P)	2.05	1.15	1.31	1.32	1.32
Freight Delivery Metric (FDM)	92.8%	95.0%	93.9%	94.1%	94.1%
Passenger Satisfaction – Managed Stations	84%	83%	N/A	85%	86%
Passenger Satisfaction (Wavelength)	-	-	7.97	7.97	7.97
Passenger Safety – Train Accident Risk Reduction (TARR)	87%	99%	95%	95%	95%
Freight Cancellations	1.61%	1.24%	1.20%	1.08%	1.08%
EASY TO ENGAGE WITH, EFFICIENT AND DEPENDABLE PART	19/20	20/21	21/22	22/23	23/24
Complaints Handling	-	100%	50%	100%	100%
Financial Performance Measure (P&L)	-£50.0m	£54.7m	£12.4m	£0.0m	£0.0m
Financial Performance Measure (Enhancements)	£0.0m	-£0.7m	-£2.1m	£0.0m	£0.0m
Financial Performance Measure (Renewals)	-£11.9m	-£33.4m	-£33.6m	£0.0m	£0.0m
Investment Milestones	92%	100%	100%	50%	50%
PROUD TO WORK FOR NETWORK RAIL	19/20	20/21	21/22	22/23	23/24
Employee Engagement	-	64%	57%	57%	58%
Workforce Fatalities and Weighted Injuries	-	0.103	0.057	0.049	0.045
Personal Accountability for Safety	-	208	227	141	120
INSTINCTIVE INDUSTRY LEADER	19/20	20/21	21/22	22/23	23/24
Environmental Sustainability Index	-	65%	39%	100%	100%
Effective Volumes	100%	110%	95%	100%	100%
Composite Reliability Index (CRI)	0.8%	10.5%	3.1%	3.2%	4.4%
Service Affecting Failures (SAFs)	5300	4747	5244	5259	5208
Freight Growth	3.46	2.88	3.35	3.53	4.37

Network Rail Strategic Themes

Our vision	Our purpose	Our role
A company that is on the side of passengers and freight users; that is easy to engage with and a dependable partner; a company people are proud to work for; instinctively recognised as an industry leader.	Connecting people to places and goods, driving economic growth	Running a safe, reliable and efficient railway, serving customers and communities

Our vision

A company that is **on the side of passengers and freight users**; that is **easy to engage with and a dependable partner**; **a company people are proud to work for**; **instinctively recognised as the industry leader**.

Network Rail has a stated vision which describes our role and purpose. Included in this area are our Strategic Themes. These themes indicate the areas of priority for the business and form the structure of our Delivery Plan update:

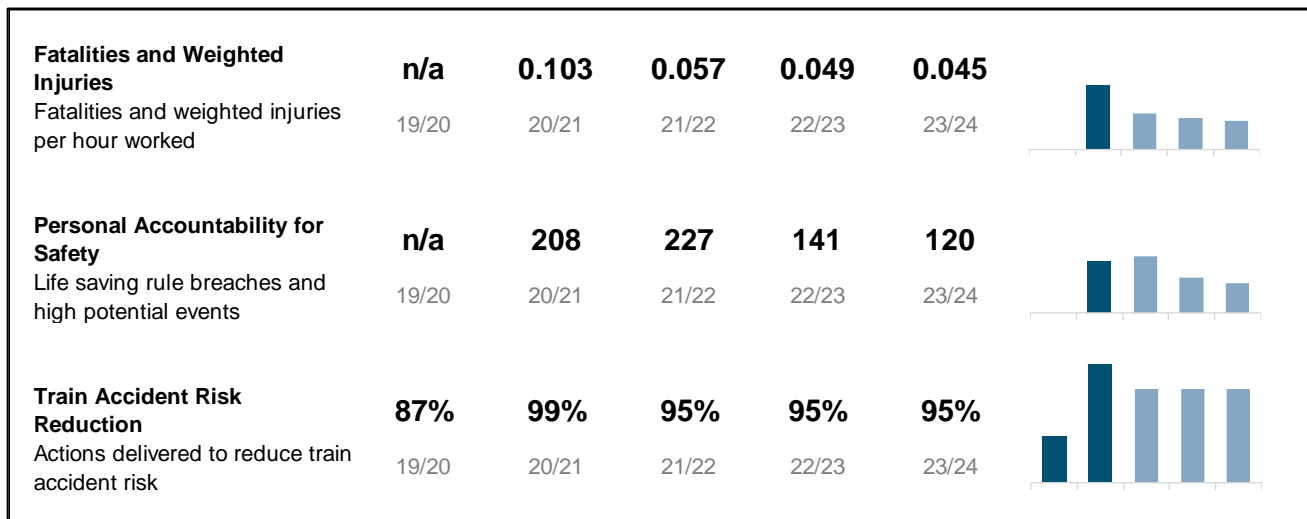
- Safety
- Train Service Delivery
- Efficiency
- Sustainable Growth
- People
- Customers and Communities

Safety



Safety

Key Delivery Plan Outputs



Safety performance has not been good enough to date but is improving. At the start of 2021 we carried out a listening exercise among the region's 9,000 colleagues. More than 1,000 gave their honest views. Findings included colleagues feeling they need to break safety rules to get work done, over-complex safety processes and a lack of senior management visibility on site.

We have developed a programme that will cultivate the right conditions for an authentic change in behaviours, both individually and collectively, meaning every colleague and passenger going home safe every day. Our innovative All Aboard colleague Roadshow is underway, with a focus on equality and safety, shaping behaviours and attitudes that we want to embed within our culture. Events are planned through to July 2022.

Recently, we have seen a reduction in the number of severe injuries to our workforce, however lost time due to accidents is still occurring. Our workforce safety measures, Fatalities Weighted Index (FWI) and Personal Accountability for Safety (PAS) are both worse than our forecasts for this year but have improved in the last quarter. Delivering improvements to track worker safety is a key focus in CP6 through implementing safer ways of working. In the short term this will impact productivity, but as we progress through CP6, we will tackle this.

Driving offences continue to be the primary contributor to our Personal Accountability measure. To address this, we are promoting attendance at the speed awareness courses and introduction of our Vehicle Safety Warning System (VSWS) will also help to reduce unsafe behaviour.


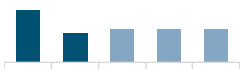
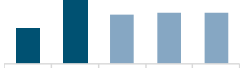
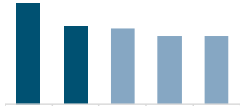
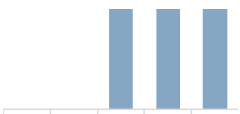
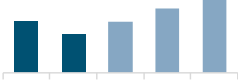
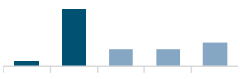
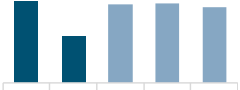
Our measure of Train Accident Risk Reduction (TARR) identifies and monitors the key activities that have the most significant impact on reducing train accident risk. It is forecast to achieve 100 % this year. While the target to reduce train accident risk has been challenging, some excellent work across the region this year has set us on course to meet our end of year milestones. This has included a focus on fencing in West Coast South route, vegetation clearance in North West route and renewals of earthworks and drainage assets to drive a significant reduction in safety risk.

Train Service Delivery



Train service
delivery

Key Delivery Plan Outputs

On Time Passenger trains that arrived on time	57.8% 19/20	77.6% 20/21	70.3% 21/22	70.3% 22/23	70.3% 23/24	
Consistent Region Measure – Performance Minutes of Network Rail delay per mile travelled	2.05 19/20	1.15 20/21	1.31 21/22	1.32 22/23	1.32 23/24	
Freight Delivery Metric Freight trains arriving within 15 minutes of booked time	92.8% 19/20	95.0% 20/21	93.9% 21/22	94.1% 22/23	94.1% 23/24	
Freight Cancellations Freight trains cancelled	1.6% 19/20	1.24% 20/21	1.20% 21/22	1.08% 22/23	1.08% 23/24	
Passenger Satisfaction Passenger satisfaction with journey out of 10	n/a 19/20	n/a 20/21	7.97 21/22	7.97 22/23	7.97 23/24	
Passenger Satisfaction – Managed Stations Passengers satisfied with service at managed stations	84.0% 19/20	83.0% 20/21	n/a 21/22	85.0% 22/23	86.0% 23/24	
Composite Reliability Index Reduction in asset failures from baseline	0.8% 19/20	10.5% 20/21	3.1% 21/22	3.2% 22/23	4.4% 23/24	
Service Affecting Failures Asset failures which delayed train services	5300 19/20	4747 20/21	5244 21/22	5259 22/23	5208 23/24	

We activated Project Alpha in November 2019 to address declining train performance at the beginning of CP6, focusing on improving asset reliability, removing longstanding timetable frailties, and mitigating external causes of disruption such as trespass, vandalism, and extreme weather. Project Alpha is delivering results, improving performance for passengers

2022 Delivery Plan Update North West and Central

While On Time performance has decreased compared to last year, following a return of passengers and services towards pre-Covid levels, we forecast that On Time performance will be around ten percentage points greater than pre-Covid levels. We are building in the lessons learned throughout Covid and continuing to deliver and embed Project Alpha initiatives to run a more reliable railway for our passengers.

The recent storms left a trail of debris and power disruption with all three Routes suffering line blocks, causing disruption to many thousands of passengers. As a result of the work our teams carried out, we were able to run a near normal service across many of our routes.

The Consistent Route Measure-Performance (CRM-P) followed a similar overall trajectory to On Time and was particularly impacted by poor autumn weather and external incidents such as trespass and fatalities which contributed to an increase in the delay minutes. We are mitigating this impact through delivery of our Route Crime Strategy which includes trespass barriers, British Transport Police patrols and local community activity.

In November 2021, ORR published its final assessment of progress against its 2020 investigation into poor levels of performance in NW&C. It concluded that NW&C had substantially addressed all 25 recommendations and fulfilled the intended outcomes of the investigation.

The planned May 2022 and December 2022 timetable changes will see some operators returning to near pre-pandemic levels of service. While we recognise the additional risk to performance of an increased number of trains and passengers, our forecast is to sustain current levels of performance, which represents a significant increase based on pre-Covid levels of around ten percentage points.

Freight Performance, measured through the Freight Delivery Metric, has declined in 2021/22 following a high level of performance in the previous year. The deterioration in our forecast this year is driven by increased traffic on the network that drives up overall delay alongside the impact of severe weather events. While this has led to a slight downward revision to our end of year forecast, to 93.9 %, we forecast freight performance to achieve 94.1 % next year, recognising the improvements implemented to the timetable in December 2021.

For Freight Cancellations, even with the impact of recent weather events, particularly in the Peak Forest area, we forecast an improvement on last year with yet further improvement forecast next year.

Service Affecting Failures (SAFs) increased during this financial year. This was expected following the pandemic where train traffic was vastly reduced, leading to less wear-and-tear on our infrastructure. Overall, the Region is responding positively to the upturn in train traffic and has made the most of having increased access opportunities to our infrastructure. We forecast an incremental overall improvement in our SAFs over the remainder of the control period. This drives improved reliability of our network as measured through Composite Reliability Index (CRI) measure.

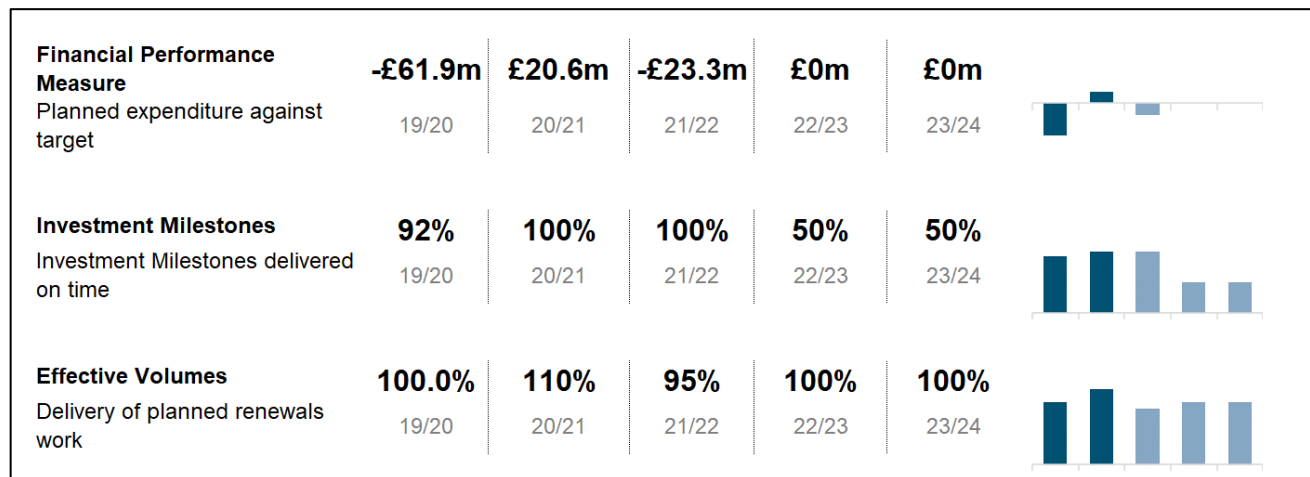


Overall passenger satisfaction with their journey has increased over the year. Satisfaction with most customer journey stages has seen consistent increase over the last few periods and we have outperformed our target. We have set a target to sustain ambitious passenger satisfaction levels next year. While we recognise that passengers will be impacted by works at Euston station, we consider there is a fantastic opportunity to showcase our railway at the Commonwealth Games in Birmingham this year.

Efficiency



Key Delivery Plan Outputs



The region is forecasting to miss its Financial Performance Measure target for the year, with the impact of Covid continuing to have a material effect on the Region's cost base and delivery of key renewals activity. More information on our financial performance is included on pages 12-13.

Being responsible for taxpayers' money, we must demonstrate that we run an efficient operation, delivering value for money. We are doing a really good job at this after outperforming against our efficiency targets last year. Our targets for this financial year have become tougher but we forecast we will outperform these targets, with further cross industry efficiency initiatives being generated through our Regional Efficiency Boards, working in partnership with train operators.

Covid provided opportunities to deliver major renewals more effectively, benefiting from reduced traffic. Examples include our track and drainage renewals approach at Kilsby tunnel in January 2022 to deliver further flood resilience works more efficiently to improve the reliability of a critical part of our network for passengers and freight users.



In collaboration with the East West Rail Alliance, we're restoring the Oxford to Cambridge line by removing and replacing the flyover between Bicester and Bletchley on the West Coast Mainline. Using new, modern methods we built a protective 'box structure' which meant we didn't need to close the line below the flyover. Approaching the project this way saved £70 million and completed the job six months ahead of schedule.

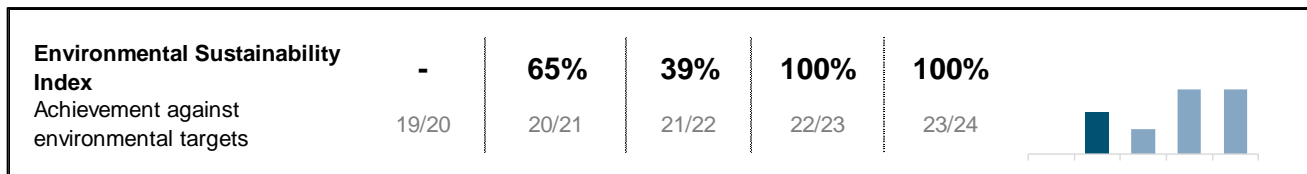
We have seen a substantial change to our renewals workbank as we have fully devolved the accountability to Routes, and this has resulted in volume reductions in some areas. Our decision making is now much more balanced as we review our investment through its impact on safety, the passenger, train performance as well as asset sustainability. Delivery of enhancement and investment projects on our scorecard is captured through investment milestones. To date, we have completed all milestones early or on time, transforming the railway for the future. One milestone (Skelton Junction) is being deferred to the next Control Period.

Sustainable Growth



Sustainable
growth

Key Delivery Plan Outputs



This year saw the launch of our NW&C Regional Sustainability Delivery Plan in October 2021 which outlines how we are going to deliver the commitments laid out in our National Environmental Sustainability Plan.

The move of the Health, Safety and Environment (HSE) function under the Director of Engineering and Asset Management (DEAM) is an important stepping stone in integrating environmental sustainability and carbon reduction strategies into asset management.

We successfully delivered an extensive media campaign during COP26 to both our staff and our passengers, raising awareness around the subject. This global event highlighted the importance of rail as a clean, green mode of transport including the importance of moving goods by rail, taking polluting lorries off our congested roads to transport vital supplies around the country in a fast, reliable, and environmentally friendly way.

Our measure of environmental sustainability is an index representing performance against four key environmental measures: (i) % of waste recycled, (ii) % of waste diverted from landfill, (iii) % reduction in carbon emission, and (iv) % reduction in non-traction energy usage. We have performed strongly in managing waste; largely due to our scrutiny and challenge to our Supply Chain who generate the largest amount of waste through construction projects. This year, the measure over environmental sustainability has been impacted by data accuracy issues that have resulted in some data being unavailable, a significant contributor to the revised forecasts for this year.



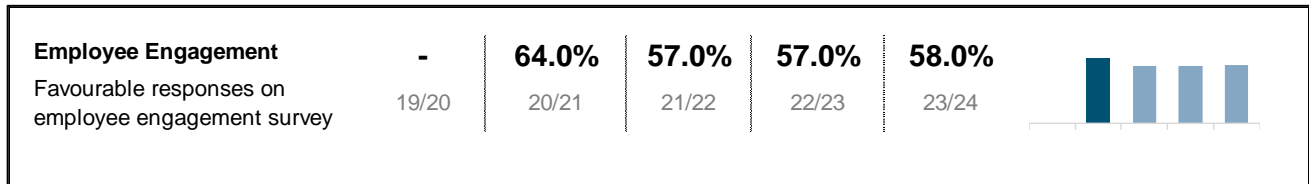
NW&C is fully engaged with the National Weather Risk Task Force to develop and embed responses to the action plans developed from the Dame Julia Slingo and Lord Robert Mair recommendations. The priority is to enhance our extreme weather forecasting capability and the identification and implementation of targeted and appropriate mitigations to maintain passenger safety. Longer term resilience of assets will be improved by the review and development of drainage asset management.

We are developing our asset knowledge to inform effective maintenance and renewal planning such that the drainage systems support the functionality and performance of earthworks and track assets. The resources to support this increase in activity will be built into our future business plans.

People



Key Delivery Plan Outputs



Over 9,000 colleagues work across North West & Central, in our routes and functions. Along with the wider organisation, in 2020 we rolled out our Putting Passengers First (PPF) vision, devolving accountability to local routes and functions. The aim of this vision is to more closely align our outputs to meet the requirements of the communities that we serve.

During the Covid pandemic, our colleagues continued to deliver against this vision, adapting ways of working to put efficiency and safety at the heart of everything that we do. Transport workers were recognised as key workers, helping to keep Britain moving during a very challenging time. Front-line teams quickly adopted new ways of working that facilitated social distancing and kept colleagues safe. Office-based colleagues adapted to virtual team working, continuing to deliver support functions remotely that facilitated the safe operation of our services.

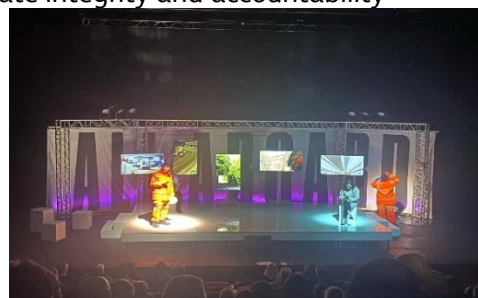
Between 2019 and 2021, our employee engagement score decreased from 60 % to 57 % regionally. This places North West & Central in the moderate zone of employee engagement, when compared to external benchmarks. We met our target of 57 %, but our indicator of success moved in the wrong direction, and we clearly have work to do.

As we modernise our organisation to become more efficient, delivering a high-quality service for the UK taxpayer and taking our fair share of national funding, changes to our organisation are necessary. Change can be challenging, causing uncertainty while individuals and teams adapt to new ways of working. As we navigate through this change, we have set ourselves a target of 57 % to maintain current levels of employee engagement in 2022-2023. We'll measure how our people are feeling through a series of quarterly 'pulse' surveys that temperature-check the organisation.

The next Your Voice survey will take place in 2023. We have set ourselves the target of increasing employee engagement by 1 percentage point in this timeframe. We'll do this in several ways:

- Building a culture of shared belonging, where our vision and values drive what we do and how we act
- Enhancing the visibility of leaders so that employees feel engaged through change, and that their voice is heard
- Promoting a supportive culture, where the health and wellbeing of our employees is cared for
- Driving a learning culture, where all colleagues demonstrate integrity and accountability

To start the conversation in this area, we designed and launched the All Aboard roadshows in late 2021. The roadshow brings together colleagues to share where we are and where we're going and offer space for discussion and collaboration. In addition, we've also established region-wide wellbeing and engagement steering groups, bringing together thought leaders across our workforce to drive incremental change to our colleague's employee

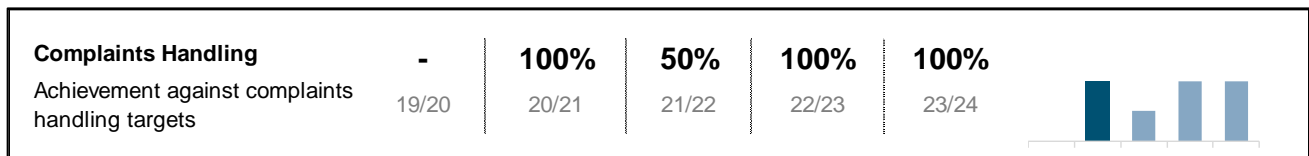


Customers and communities



Customers and
communities

Key Delivery Plan Outputs



Living and working next to our railway can be difficult at times, and we try always to be a considerate and understanding neighbour. Through our customer and communications team, we provide accessible information and a single point of contact for complaints.

Over the past financial year, we have improved on our target for our complaints handling. This is despite pressures from Covid, which saw an increase in complaints about noise from people working at home and safety concerns on trains and at stations from those who still travelled. Resource and staffing pressures within the wider region have also had a negative impact on our ability to manage increasing and shifting workloads. We have managed to stay above target by bringing in a newly invigorated and agile way of working to get excellent customer relations support where it is needed most.



As the eyes and ears of the business, it is important we track the delivery of outcomes from the initial complaint and contact stage though to completion. A good example of this work is in relation to our 'graffiti hit squad' who are cleaning up the West Midlands rail network ahead of the Birmingham 2022 Commonwealth Games. Jointly funded with West Midlands Rail Executive and launched in August 2021, the hit squad have removed thousands of graffiti 'tags' from across the network, hugely improving the lineside environment for passengers and local communities. The team also took advantage of longer possessions – for example over Christmas 2021 – to tackle key city-centre spots.

We take an active and collaborate stance in all stakeholder engagement, working with TOCs and other partners collaboratively, delivering more effectively together. Our engagement includes the continuation of our Rail Efficiency Board, our Senior Freight Engagement Forum, Parliamentary drop in sessions, and a number of CP7 Listening roundtables – which have involved multiple stakeholders. This is complemented by ongoing engagement with stakeholders on issues that matter to them and us – including progress to align regional and our customers' business plans so that we have shared goals.

We are committed to improving passenger accessibility investing Assisted Travel Lounges, disability awareness training, and technology to provide smarter information. Enhancements at stations such as the widening of walkways, reducing of ramp gradients and installation of tactile paving will be implemented alongside the Access for All programme.

We are proud to continue to make a difference through our Routes out of Homelessness partner charities. A successful rough sleeping outreach pilot at Birmingham New Street and Manchester Piccadilly stations helped 262 people move from sleeping rough to find accommodation, mental health and rehabilitation support. If accommodation benefits are maintained over the next 12 months, the pilot will have delivered a social value of around £3.5 million, representing a 356 per cent social return on investment.

Financial Overview

Income

£m	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024 CP6 Exit	Last approved baseline
Franchised Train Companies and FOC Income	(556)	(529)	(676)	(712)	(728)	(556)
Commercial / Property Income	(28)	(18)	(37)	(57)	(78)	(28)
Government Grant Income (Regional allocation)	(1,168)	(1,475)	(1,623)	(1,767)	(1,679)	(1,168)
Net Schedule 4 & 8 costs	133	(15)	(01)	42	63	133
Total Income	(1,620)	(2,037)	(2,337)	(2,493)	(2,422)	(1,620)

Expenditure

£m	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024 CP6 Exit	Last approved baseline
Support	105	172	139	143	85	105
Operations	150	174	193	181	178	150
Maintenance	334	346	362	375	394	334
Industry costs and rates Electricity Costs for Traction (EC4T), Cumulo Rates, British Transport Police subsidy, ORR subscription, Rail Delivery Group subsidy, etc	0	0	168	174	201	0
Renewals	461	688	722	819	754	461
Risk Funding	0	0	0	0	99	0
Total Costs	1,050	1,379	1,583	1,692	1,712	1,050
Enhancements	438	512	574	636	655	438

Financial Overview

While we continue to deliver our CP6 commitments within our funding envelope, Covid has severely impacted our financial situation in a number of ways.

The income we received from train operators to access our infrastructure and property income have both been reduced compared to our annual budget as a result of ongoing reductions in passenger numbers. In addition we faced increased cost pressure with procurement of critical hygiene supplies for our workforce and adherence to strict social distancing guidelines earlier in the year and increased costs of materials. However, our forecasted CP6 total income position has improved following continued train delivery outperformance due to reduced passenger numbers and the successful delivery of performance improvement initiatives and timetabling improvements through Project Alpha.

We have developed an ambitious plan for the final two years of the control period, that would see train service return to pre-Covid levels by the end of the control period, and income returning to target. In addition, we are unlocking efficiencies as a result of improved access planning.



We have seen a material increase in our operating expenditure forecast during 2021/22. The impact of improving track worker safety through eliminating red zone working, has been one of the largest factors, with productivity losses amounting to approximately £8.8 million. We have increased vegetation clearance across Central Route in advance of the Commonwealth Games, using access opportunities across the WCML to deliver £2 million of additional maintenance works. The overall increase in operating expenditure will be funded by the income we receive from continued outperformance and access efficiencies.

Our renewals plans have grown by £166 million during the year, as further funding is devolved from our risk fund alongside allocation from revenue outperformance. Additional works delivered include £20 million for Signalling Power Distribution cables for Acton Grange and Carnforth to Gretna. The remaining works include the continuation of overhead line resilience works, signalling at Kingsmoor and key Track and Earthworks renewals. As a result of access restrictions and materials shortage, partially driven by Covid, we have had to defer some in year works into the final two years of the control period, whilst also undertaking an exercise across the two years in preparation for CP7.

The Region is currently forecasting to outperform our CP6 efficiency targets for both renewals and operating expenditure, in year and over the control period. Cross industry collaborative working through Rail Efficiency Boards is planned to unlock further efficiencies, in excess of our current plans, as we head towards CP7.

We have effectively controlled our risks this year, despite the increased uncertainty. Our remaining risk holding means we are confident that our plans remain deliverable. We regularly review our risks at our quarterly Business Assurance Committee (BAC). These meetings form part of our business management performance reviews where risk and assurance are reviewed.

Contact us

Network Rail owns, operates and develops the railway infrastructure in Britain and manages 20 of the largest stations. Other stations are managed by Train Operating Companies, which sell tickets to passengers and operate passenger services. Freight Operating Companies operate freight services.

To contact us about a safety concern, general queries or to make a complaint about one of our managed stations, please visit our website or call our 24 hour national helpline: 03457 11 41 41. Our website provides guidance on activating Type Talk facilities and live chat.

More information about Network Rail is available on www.networkrail.co.uk

We also publish information on the transparency page of our website and we are subject to the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.

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