

OFFICIAL



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

# DELIVERY PLAN UPDATE

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1 April 2021 – 31 March 2022



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# Foreword



*Foreword by Alex Hynes, managing director, Scotland's Railway*

The eyes of the world were on Scotland – and Scotland’s Railway – last November, as Glasgow hosted the COP26 climate summit. Our network played a key role in the event, transporting delegates around the country over the course of the two week conference.

At Glasgow Central, the industry came together to showcase not only a great day-to-day train service, but also the potential future ways we can reduce our carbon footprint by hosting hybrid and hydrogen trains.

Scotland’s Railway is of course already on a journey to decarbonise domestic passenger services by 2035 and we have made significant progress towards that ambition with overhead line works now under way on the project to electrify the Barrhead and East Kilbride lines.

October saw the final piece of the Edinburgh-Glasgow Improvement Programme officially completed with First Minister Nicola Sturgeon unveiling a plaque to commemorate our £120 million redevelopment of the iconic Glasgow Queen Street station.

Over 75 percent of ScotRail customers are now travelling on zero emission trains while more than 45 percent of freight journeys in Scotland run on traction electricity.

Work is also gathering pace on our plans to expand Scotland’s Railway into new communities. The Levenmouth rail link is now under construction and will reconnect Leven to the Fife Circle, creating two new stations for growing communities in that key commuter area.

On the East Coast Mainline, work on the new Reston station is nearing completion and the new East Linton station is also now under construction, as is a new station for Inverness Airport.

Following the tragic accident at Carmont in August 2020, Network Rail pledged to learn lessons from the tragedy and tasked world-renowned experts Lord Robert Mair and Dame Julia Slingo to provide engineering and scientific oversight and recommendations to help tackle the challenge of managing rail infrastructure in the face of more frequent bouts of extreme weather. We have also recently received the Rail Accident Investigation Branch report at the time of publication and we are assessing the recommendations from this and the Lord Robert Mair and Dame Julia Slingo reports.

With the easing of lockdown restrictions, our railway also has a vital role to play in powering the country's social and economic recovery from the pandemic. Passenger numbers in Scotland are gradually recovering, to around two-thirds of pre-Covid levels, and we are working hard with our train operators to attract more customers back onto rail and to support the introduction of new timetables for ScotRail, which will better reflect post-pandemic demand.

Our four key priorities for the remainder of the business planning period up to 2024 are running a reliable railway for our customers, everyone home safe every day, net reduction in the cost of the railway and net zero carbon. More detail on these four priorities is included later in this document.

Lastly, as the franchising arrangements for Abellio ScotRail ended on 31 March 2022, we are supporting the setting up of the new public sector passenger train operator ScotRail Trains Limited which commenced 1 April 2022. We already work closely with ScotRail and look forward to a partnership approach with the new operator as we continue to provide excellent services to the travelling public.

# Network Rail Strategic Themes

Our

## 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 an industry leader.

## Our purpose

Connecting people to places and goods, driving economic growth

## Our role

Running a safe, reliable and efficient railway, serving customers and communities

## 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. Our purpose is connecting people to places and goods, driving economic growth. Our role is running a safe, reliable and efficient railway, serving customer and communities. From our vision, purpose and role, and by engaging with our key stakeholders, we have developed a number of strategic priorities. These strategic priorities align with Network Rail’s six strategic themes which are:

- Safety
- Train Service Delivery
- Efficiency
- People
- Sustainable Growth
- Customer and Communities.

To communicate how well we as an organisation are achieving our priorities and what we have set out to deliver, we have a set of measurable outcomes which are linked to the key priorities of the business. Network Rail uses a scorecard approach to set its expected outcomes and to measure success. The long-term scorecard presented in this section provides a five year overview of our targets over the business planning period which demonstrates how we are performing.

Within this section of the Delivery Plan there is also a summary on the performance for each strategic theme and details our key areas of priority for the remainder of the business planning period. Each theme section has a summary of our key performance indicators and a visual graph to demonstrate our performance over the five years of the business planning period (2019/20 to 2023/24). Each bar of the visual demonstrates a financial year with the darker blue representing actual results with the lighter blue indicating forecasts for the year 2021/22 and the two later years of the business planning period. At the time of preparing the Delivery Plan, the current year 2021/22, performance is a forecast until final verification of metrics is complete. An example of the visual is shown below.



# Priority Outcomes and KPIs - Long Term Scorecard


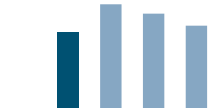
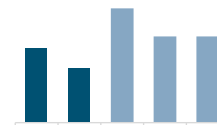

Scotland's Railway		CP6				
RF11 Long Term Scorecard		Yr1 Actuals	Yr2 Actuals	Yr3 Forecast	Yr4 Forecast	Yr5 Forecast
		19/20	20/21	21/22	22/23	23/24
<b>ON THE SIDE OF PASSENGERS AND FREIGHT USERS</b>						
Consistent Region Measure – Performance (CRM-P)	Current Forecast	1.24	0.96	1.05	0.86	0.86
Freight Delivery Metric (FDM)	Current Forecast	94.0%	93.7%	93.5%	93.8%	94.5%
Passenger Satisfaction	Current Forecast			8.10	8.10	8.10
Passenger Safety – Train Accident Risk Reduction (TARR)	Current Forecast	93.0%	89%	100%	95%	95%
Freight Cancellations (NR responsibility)	Current Forecast		2.08%	2.08%	1.58%	1.58%
ScotRail Journey Times (In Development with ScotRail Trains Ltd)	Current Forecast				TBC	TBC
Average Speed of Freight Services, % Improvement	Current Forecast	0.3%	4.8%	6.0%	8.0%	10.0%
ScotRail PPM	Current Forecast	89.0%	93.1%	90.2%	92.5%	92.5%
PPM by Sector - Intercity	Current Forecast		88.0%	84.0%	86.5%	86.5%
PPM by Sector - Express (E&G)	Current Forecast		93.2%	88.4%	89.3%	89.3%
PPM by Sector - Rural	Current Forecast		89.8%	87.0%	85.3%	85.3%
PPM by Sector - Suburban East	Current Forecast		93.5%	89.3%	92.5%	92.5%
PPM by Sector - Suburban West	Current Forecast		93.9%	91.4%	93.4%	93.4%
Caledonian Sleeper Right Time Arrivals	Current Forecast	76.0%	84.9%	79.7%	80.0%	80.0%
Cross Country BPI Northbound (T-3)	Current Forecast			1.05	1.00	1.00
Cross Country BPI Southbound (T-3)	Current Forecast		0.96	0.96	0.96	0.96
Transpennine Express BPI Northbound (T-3)	Current Forecast				1.00	1.00
Transpennine Express BPI Southbound (T-3)	Current Forecast		0.91	0.89	0.91	0.91
LNER BPI Northbound (T-3)	Current Forecast				1.00	1.00
LNER BPI Southbound (T-3)	Current Forecast		0.97	0.95	0.97	0.97
Avanti BPI Northbound (T-3)	Current Forecast				1.00	1.00
Avanti West Coast BPI Southbound (T-3)	Current Forecast		0.75	0.76	0.82	0.82
Lumo BPI Northbound (In Development with Lumo)	Current Forecast				1.00	1.00
Lumo BPI Southbound (In Development with Lumo)	Current Forecast				0.98	0.98
PPM failures as a result of extreme weather incidents	Current Forecast			5538	4103	3703
<b>EASY TO ENGAGE WITH, EFFICIENT AND DEPENDABLE PARTNER</b>		19/20	20/21	21/22	22/23	23/24
Complaints - % Closure within 29 Calendar Days	Current Forecast		96%	94%	95%	95%
Financial Performance Measure (FPM) – Gross Profit & Loss	Current Forecast	-8.7	-27.6	-41.2	0.0	0.0
Financial Performance Measure (FPM) – Gross Enhancements	Current Forecast	-8.9	-3.4	-0.9	0.0	0.0
Financial Performance Measure (FPM) – Gross Renewals	Current Forecast	-4.6	-29.9	-14.7	0.0	0.0
Funding Compliance ( versus 10% Annual Rollover	Current Forecast	-1%	-12%	-9%	5%	5%
Net Cost of Operating Scotland's Railway - (In Development with ScotRail Trains Ltd)	Current Forecast				TBC	TBC
<b>PROUD TO WORK FOR NETWORK RAIL</b>		19/20	20/21	21/22	22/23	23/24
Employee Engagement	Current Forecast	65.0%	74.0%	67.5%	67.5%	67.5%
Workforce Fatalities and Weighted Injuries	Current Forecast		0.097	0.087	0.070	0.049
Personal Accountability for Safety	Current Forecast		33	45	41	36
Top 10 Milestones to Reduce Level Crossing Risk	Current Forecast	6	8	8	8	8
<b>INSTINCTIVE INDUSTRY LEADER</b>		19/20	20/21	21/22	22/23	23/24
Environmental Sustainability Indicator	Current Forecast		53.4%	19.6%	100.0%	100.0%
Effective Volumes	Current Forecast	98.0%	95.2%	100.1%	100.0%	100.0%
Composite Reliability Index (CRI)	Current Forecast	14.4%	31.4%	26.0%	26.0%	26.0%
Service Affecting Failures (SAFs)	Current Forecast	1,978	1,674	1,762	1,762	1,762
Enhancement Milestones	Current Forecast	100.0%	90.0%	53.0%	50.0%	50.0%
Non-Traction Energy Usage, % Reduction	Current Forecast	1.5%	11.6%	11.0%	15.0%	18.0%
Scottish Freight Growth on Baseline	Current Forecast	-3.0%	-12.3%	4.5%	6.0%	7.5%
ScotRail Passenger Numbers (million pasenger journeys)	Current Forecast	96.0	15.7	47.0	TBC	TBC
Sustainability Strategy - % of milestones delivered	Current Forecast				80.0%	80.0%

# Safety



Safety

## Key Delivery Plan Outputs

SAFETY						
<b>Fatalities and Weighted Injuries</b> Fatalities and weighted injuries per hour worked	<b>N/A</b> 19/20	<b>0.097</b> 20/21	<b>0.087</b> 21/22	<b>0.070</b> 22/23	<b>0.049</b> 23/24	
<b>Personal Accountability for Safety</b> Life saving rule breaches and high potential events	<b>N/A</b> 19/20	<b>33</b> 20/21	<b>45</b> 21/22	<b>41</b> 22/23	<b>36</b> 23/24	
<b>Train Accident Risk Reduction</b> Actions delivered to reduce train accident risk	<b>93%</b> 19/20	<b>89%</b> 20/21	<b>100%</b> 21/22	<b>95%</b> 22/23	<b>95%</b> 23/24	
<b>Milestones to Reduce Level Crossing Risk</b> Actions delivered to reduce train level crossing risk	<b>6</b> 19/20	<b>8</b> 20/21	<b>8</b> 21/22	<b>8</b> 22/23	<b>8</b> 23/24	

Workforce safety continues to improve in comparison to target and previous years. The number of workforce accidents reduced in comparison to 2020/21 and this flows through to a reduction in the number of lost time or reportable accidents. The injuries to colleagues from accidents is reducing in volume and severity. We are performing well against target as a result

The reduction in the severity of injury to our colleagues is the most influential factor in our performance improvement for the fatalities and weighted injuries measure. Slip, trip and fall events continue to be the most prevalent event type and our sure-footed campaign has successfully achieved a reduction in these types of events. Elsewhere, we are beginning alignment with the national safety framework and proactive safety measures to make tangible links to current activity and identify new initiatives. We continue to make good progress with the safety task force, achieving key milestones in the programme. Our safety culture change programme is making good progress with completion of a pilot area and established plans for a roll out across Scotland. Feedback is encouraging and we are positive about success for the programme.

Road driving related events continue to present a persistent risk to our workforce. Our driving improvement plan is currently underway focusing on training, technology and engagement with colleagues.

Our ability to learn and implement change following unplanned events will be enhanced by the harmonisation of our reporting systems. The change allows for the integration of several health and safety management systems and supports the investigation and learning process.

To robustly demonstrate our commitment to our safety culture programme we are seeking to make improvements in the provision of workforce welfare and accommodation facilities in locations where track worker and frontline workforce deliver essential work. Our focus on compliance and improvement in this area also links to our refreshed approach to compliance with our obligations to manage fire risk with a review and revised approach to risk assessment.

We have a duty to manage health and wellbeing related risks as far as reasonably practicable. Scotland's Railway understands that poor management in this area can lead to negative impacts on physical health, behaviour, commitment and productivity as well as legal and reputational implications. Following a recent audit, Scotland's priorities are to build assurance to verify the application of health related controls. We will implement a health and wellbeing plan that identifies and allows for the assessment and management of different health risks. We will also alter current control measures that are predominantly aimed at managing the consequences of mental illness rather than preventing them.

We continue to deliver robust risk assessment for level crossings to reduce risk to crossing users and where deliberate misuse brings risks to passengers in train accident too. Our planned level crossing improvement activities continue to develop and implement the technology solutions to reduce risk. We maintain a robust reactive response to any increase or change in operational risk at our level crossing, deploying the necessary additional controls to reduce risk as far as reasonably practicable.

The train accident risk reduction (TARR) measures achievement of the key milestones and metrics to reduce train accident risk. TARR is made up of milestone targets and volume targets, both of which have different achievement weightings. For 2020/21, we are expecting to outperform our target of 95 percent with 100 percent of output being delivered. For the two remaining years of the business planning period, we are targeting 95 percent of output delivery with the main types of work being delivered as planned.

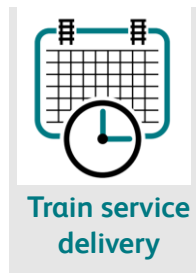
Our climate is changing. Keeping our railway running safely and reliably in the face of extreme weather is a growing challenge and reinforces the need to deliver resilience activities and be dynamic in our operational response. This is particularly important given climate change is affecting Scotland more than any other part of the United Kingdom.

Against the backdrop of more frequent and increasingly severe weather on our infrastructure, we are focusing on creating a safer and more resilient railway. Scotland's Railway aims to deliver more than £40 million per annum on capital projects improving the capability and resilience of our infrastructure to extreme rainfall. This work is delivering scour protection of bridges as part of our scour risk reduction plan, drainage renewals at known flood sites and to protect vulnerable earthworks, slope stability improvements and strengthening of earthworks assets.

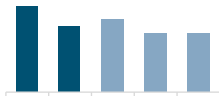
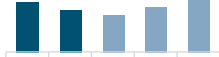

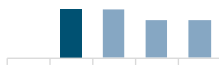
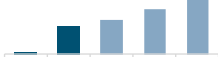
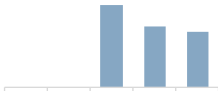
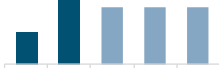


Our weather action delivery plan will see improvement in three key areas of people, technology and process. We will have more people working on earthworks and drainage, with some teams already deployed. Innovative technology improvements next year will see the continued refinement on how we run the railway when there is extreme rainfall or storms. We will adopt new technology to help us make decisions, for example, new weather forecasting computer systems and landslide detection systems. Finally, the supporting processes of asset management and operational response will improve and create a holistic approach to management of earthworks, drainage, and vegetation.



# Train Service Delivery



## Key Delivery Plan Outputs

TRAIN SERVICE DELIVERY						
<b>Consistent Region Measure – Performance</b> Minutes of Network Rail delay per mile travelled	<b>1.24</b> 19/20	<b>0.96</b> 20/21	<b>1.05</b> 21/22	<b>0.86</b> 22/23	<b>0.86</b> 23/24	
<b>Freight Delivery Metric</b> Freight trains arriving within 15 minutes of booked time	<b>94.0%</b> 19/20	<b>93.7%</b> 20/21	<b>93.5%</b> 21/22	<b>93.8%</b> 22/23	<b>94.5%</b> 23/24	
<b>Passenger Satisfaction</b> Passenger satisfaction with journey out of 10	<b>N/A</b> 19/20	<b>N/A</b> 20/21	<b>8.10</b> 21/22	<b>8.10</b> 22/23	<b>8.10</b> 23/24	
<b>Freight Cancellations</b> Freight trains cancelled	<b>N/A</b> 19/20	<b>2.08%</b> 20/21	<b>2.08%</b> 21/22	<b>1.58%</b> 22/23	<b>1.58%</b> 23/24	
<b>Average Speed of Freight Services</b> Average percentage increase in speed of freight	<b>0.3%</b> 19/20	<b>4.8%</b> 20/21	<b>6.0%</b> 21/22	<b>8.0%</b> 22/23	<b>10.0%</b> 23/24	
<b>PPM failures as a result of extreme weather incidents</b> Measure of train punctuality impacted by severe weather	<b>N/A</b> 19/20	<b>N/A</b> 20/21	<b>5,538</b> 21/22	<b>4,103</b> 22/23	<b>3,703</b> 23/24	
<b>Composite Reliability Index</b> Reduction in asset failures from baseline	<b>14.4%</b> 19/20	<b>31.4%</b> 20/21	<b>26.0%</b> 21/22	<b>26.0%</b> 22/23	<b>26.0%</b> 23/24	
<b>Service Affecting Failures</b> Asset failures which delayed train services	<b>1978</b> 19/20	<b>1674</b> 20/21	<b>1762</b> 21/22	<b>1762</b> 22/23	<b>1762</b> 23/24	
<b>Scottish Freight Growth on Baseline</b> Growth in thousand net tonne miles	<b>-3.0%</b> 19/20	<b>-12.3%</b> 20/21	<b>4.5%</b> 21/22	<b>6.0%</b> 22/23	<b>7.5%</b> 23/24	

Train Operator Measure	19/20	20/21	21/22	22/23	23/24
ScotRail Journey Times (In Development with ScotRail Trains Ltd)				TBC	TBC
ScotRail PPM	89.0%	93.1%	90.2%	92.5%	92.5%
PPM by Sector - Intercity		88.0%	84.0%	86.5%	86.5%
PPM by Sector - Express (E&G)		93.2%	88.4%	89.3%	89.3%
PPM by Sector - Rural		89.8%	87.0%	85.3%	85.3%
PPM by Sector - Suburban East		93.5%	89.3%	92.5%	92.5%
PPM by Sector - Suburban West		93.9%	91.4%	93.4%	93.4%
Caledonian Sleeper Right Time Arrivals	76.0%	84.9%	79.7%	80.0%	80.0%
Cross Country BPI Northbound (T-3)			1.05	1.00	1.00
Cross Country BPI Southbound (T-3)		0.96	0.96	0.96	0.96
Transpennine Express BPI Northbound (T-3)				1.00	1.00
Transpennine Express BPI Southbound (T-3)		0.91	0.89	0.91	0.91
LNER BPI Northbound (T-3)				1.00	1.00
LNER BPI Southbound (T-3)		0.97	0.95	0.97	0.97
Avanti BPI Northbound (T-3)				1.00	1.00
Avanti West Coast BPI Southbound (T-3)		0.75	0.76	0.82	0.82
Lumo BPI Northbound (In Development with Lumo)				1.00	1.00
Lumo BPI Southbound (In Development with Lumo)				0.98	0.98
ScotRail Passenger Numbers (million passenger journeys)	96.0	15.7	47.0	TBC	TBC

Train performance in 2021/22 started well, we performed better than target on our train performance measures in the first quarter. However, from quarter one, several issues began to emerge that had a significant impact on our ability to sustain the levels of performance from the first quarter. The first quarter brought with it very warm weather, where we observed a drop in the public performance measure (PPM) of around five percentage points on days when average temperatures exceeded 20 degrees celsius. Traincrew shortages due to Covid-19 began to increase and peaked sharply in quarter three, necessitating a reduced timetable for ScotRail services that was implemented between the 4 January 2022 – 14 February 2022. The introduction of this timetable coincided with an immediate improvement in performance. Extreme weather continues to impact performance. There have been seven named storms this year, five of which occurred in the 23-day period between the 29 January 2022 – 21 February 2022, these caused widespread disruption and damage to infrastructure. The impact from blanket emergency speed restrictions that are implemented when rainfall is forecast to exceed tolerances have increased significantly this year. Whilst demonstrating a commitment to prioritising the safety of our colleagues and passengers, this has limited our ability to sustain high levels of train performance.

We have also observed a notable increase in trespass incidents on the network, from quarter one, incidents increased sharply, between August 2020 and March 2021 incidents of trespass were 55 percent higher than the three year average. April 2021 recorded the highest number of reported trespass incidents in a single month, since our records began. Finally, autumn 2022 was the worst autumn for train performance since 2018. These four issues; extreme weather, the impact of Covid-19 on staff availability, route crime and autumn are driving most of our variance to target and represent a massive challenge to the industry.

We continue to invest in maintaining the infrastructure to provide a safe and reliable railway for our passenger and freight operators. Meanwhile, our passenger satisfaction results remain strong. As we emerge from the pandemic, we expect to see passenger numbers increase, although not to levels seen prior to Covid-19 and this is one of the key challenges that we face across the rail industry.

As detailed previously, a key challenge for Scotland's Railway will be to maintain train performance levels during increasingly disruptive extreme weather events, which are occurring more frequently. We have

implemented a number of strategies to manage the impact of severe weather, such as speed restrictions during periods of intense rainfall, which allow trains to continue running. In addition, our integrated control is the first in Great Britain to establish a 24/7 specialist weather team, which is bringing a comprehensive oversight to the ever more severe weather caused by climate change. This is being supported through a combination of more geotechnical engineering experts and new dedicated teams for drainage inspection and maintenance. We're aligning our asset activity to make sure we have an integrated approach to earthworks, vegetation and drainage management. Scotland's Railway is also at the forefront of deploying remote monitoring equipment, which give us early alerts to problems on the network.

Whilst we are failing to achieve target for both the composite reliability index (CRI) and service affecting failures (SAFs), which measures the short-term condition and performance of our assets and the impact of asset failures on train performance. Infrastructure is currently outperforming its ScotRail PPM failure target. This demonstrates that asset reliability is performing at level which could enable us to achieve the 92.5 % ScotRail PPM target. In the previous year (2020/21), performance for both measures were higher than target because fewer trains were on the network during the height of the pandemic. We carried this high-performance into the current year (2021/22) as a challenging target. Longer term improvements in the measures remain strong and we would anticipate that the continuing investment in infrastructure will see favourable performance in the coming year.

We continue to work collaboratively with our passenger operators to drive performance improvements. For example, ScotRail and Network Rail have developed a joint performance recovery plan under the governance of the performance management group and at the direction of Transport Scotland. The Recovery Plan details what activities are taking place to arrest the current decline in performance, these activities align with emerging drivers of poor performance. Below are some examples

- Route crime - We have developed a new route crime meeting structure and supporting route crime strategy along with a number of initiatives, including The VideoGuard360 armoured, rapid deployment android which is being used to monitor our high-risk trespass locations.
- Extreme Weather - Network Rail performance, integrated control and Beckford consultancy are working together to develop a 'seasonally agnostic railway model' that will enable us to develop more resilient timetables when blanket emergency speed restrictions are imposed.
- Traincrew - detailed plans for driver recruitment, driver training, attendance management and attrition management, and,
- Autumn - we are looking at innovative solutions for improving rail head conditions during the autumn period, such as a proposal to the performance innovation fund to fit double variable rate sanders and a cryogenics and artificial intelligence trial. Whilst also seeking to optimise existing mitigation measures such as efficient planning of the rail head treatment train and expanding the autumn operational plan.

Additionally, we have regular meetings across a range of forums and subjects with all our cross border operators; where we identify emerging concerns, address existing performance issues, collaborate to mitigate future risks, and share best practice.

We are working with our colleagues in ScotRail to ensure any risks to performance that are associated with the end of Abellio's ScotRail franchise are well understood and appropriate actions plans are devised and implemented.

In May 2022 ScotRail will introduce their fit for the future timetable to better reflect post pandemic rail demand, where we will see significant changes in service patterns, the Network Rail performance team have worked with ScotRail to assess the likely impact of the proposed changes and have implemented some

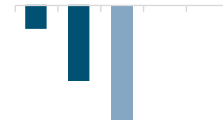

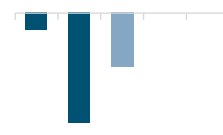
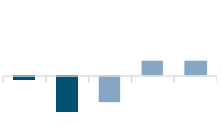
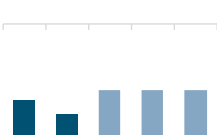
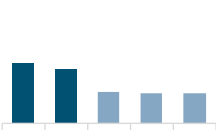
discrete changes that address performance concerns that arose from these investigations. Overall, the assessment determined a net performance benefit to performance for ScotRail due to the May 22 changes and we have been advised that no significant increase in service provision is planned as yet for future timetables.

While the pandemic has resulted in a reduction in passengers on the network, there has been an opportunity to grow freight business on Scotland's Railway and our performance in delivering for freight customers so far this year has been strong. This is anticipated to continue for the remainder of the business planning period.

# Efficiency



## Key Delivery Plan Outputs

EFFICIENCY						
<b>Financial Performance Measure – Gross Profit &amp; Loss</b> Planned expenditure against target	<b>-0.09</b> 19/20	<b>-0.28</b> 20/21	<b>-0.41</b> 21/22	<b>0.00</b> 22/23	<b>0.00</b> 23/24	
<b>Financial Performance Measure – Gross Enhancements</b> Planned expenditure against target	<b>-0.09</b> 19/20	<b>-0.03</b> 20/21	<b>-0.01</b> 21/22	<b>0.00</b> 22/23	<b>0.00</b> 23/24	
<b>Financial Performance Measure – Gross Renewals</b> Planned expenditure against target	<b>-0.05</b> 19/20	<b>-0.30</b> 20/21	<b>-0.15</b> 21/22	<b>0.00</b> 22/23	<b>0.00</b> 23/24	
<b>Funding Compliance</b> Planned net expenditure against funding target	<b>-1.0%</b> 19/20	<b>-12%</b> 20/21	<b>-9%</b> 21/22	<b>5%</b> 22/23	<b>5%</b> 23/24	
<b>Net Cost of Operating Scotland's Railway</b> Overall net cost of operating the railway in Scotland	<b>N/A</b> 19/20	<b>N/A</b> 20/21	<b>N/A</b> 21/22	<b>TBC</b> 22/23	<b>TBC</b> 23/24	
<b>Effective Volumes</b> Delivery of planned Renewals work	<b>98.0%</b> 19/20	<b>95%</b> 20/21	<b>100%</b> 21/22	<b>100%</b> 22/23	<b>100%</b> 23/24	
<b>Enhancement Milestones</b> Delivery of planned Enhancements	<b>100.0%</b> 19/20	<b>90%</b> 20/21	<b>53%</b> 21/22	<b>50%</b> 22/23	<b>50%</b> 23/24	

Financial performance is an area where we have underperformed, with a number of financial pressures identified across the business, much of which has been driven by the pandemic. Income has been impacted as a result of the reduced timetable and corresponding reduction in income from variable track access and major incidents affecting Schedule 4 and 8 (financial compensation scheme which exists between infrastructure provider and train operator), as well as revenue from the retail estate in stations. Operating

costs have additional demands arising from within maintenance and operations. Some of the additional pressures have been mitigated by identifying efficiencies whilst the remainder have been offset against the risk fund while we continue to develop counter-measures. With a limited level of risk funding remaining for the business planning period and the likelihood of further pressures in the remainder of the business planning period, we have commenced a major review exercise with the aim of identifying additional spending reductions and develop and quantify specific mitigation actions against all identified financial risks; this work was initiated in December 2021 and we are currently implementing a number of measures to realise savings. In addition, we are engaged with the business on the delivery of workforce reform initiatives which will both deliver financial savings with a reduced workforce and agile ways of working. Within renewals, spending demands are rising as a result of increased cost pressures in areas such as inflation. The 2021/22 enhancements forecast has fallen due to project rescope through discussions with the funder, Transport Scotland. Work continues on forward planning for the remainder of this business planning period and into the next business planning period (2024/25 to 2028/29), including the monitoring of efficiencies and continuing discussions with Transport Scotland around funding of the railway in the coming years.

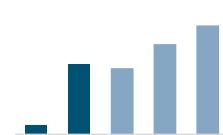
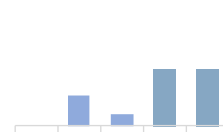
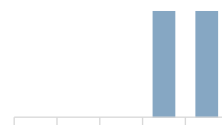
Progress on major capital projects over the first seven months of the year has been strong and we continue to develop our enhancements programme, in particular around decarbonisation. Key investment decisions on Levenmouth and the Barrhead & East Kilbride electrification projects have been taken with Borders and Fife 'Phase 1' development ongoing. The new station at Reston remains on programme and good progress has been achieved on the new Inverness Airport Station with work now underway on-site. Enabling works for a new station at East Linton are also getting underway.

Although the pandemic has brought with it financial challenges, it has also brought an opportunity for the industry to review its current operating model and identify new ways of working and to 'build back better'. This has the effect of delivering a better service for both passengers and freight but also making financial and operating efficiencies. The new operator of ScotRail, ScotRail Trains Limited commences on 1 April 2022 and we have been working closely with the team tasked with setting up the new organisation. There are a number of cross working initiatives that we are working on, for example, joined up working at stations and linking up back-office support functions, all with the aim of providing a more streamlined approach for our passenger and freight customers.

# Sustainable Growth



## Key Delivery Plan Outputs

SUSTAINABLE GROWTH						
<b>Non-Traction Energy Usage Reduction</b> Annual reduction in non-traction energy consumption	<b>2%</b> 19/20	<b>12%</b> 20/21	<b>11%</b> 21/22	<b>15%</b> 22/23	<b>18%</b> 23/24	
<b>Environmental Sustainability Indicator</b> Achievement against environmental targets	<b>0%</b> 19/20	<b>53%</b> 20/21	<b>20%</b> 21/22	<b>100%</b> 22/23	<b>100%</b> 23/24	
<b>Sustainability Strategy - % of milestones delivered</b> Achievement against environmental targets	<b>N/A</b> 19/20	<b>N/A</b> 20/21	<b>N/A</b> 21/22	<b>80%</b> 22/23	<b>80%</b> 23/24	

Sustainability performance has improved on last year and we expect further improvements to the end of this business planning period. During 2021/22 we developed and published our Sustainability Strategy, outlining our 10 priority areas with a delivery plan for each.

Severe weather is having an increasing impact on the network both in frequency and scale. Work to make the network more weather resilient against severe weather is ongoing. We are planning our longer-term climate adaptation response and will be undertaking a series of workshops to set out our long-term strategy in relation to climate change adaptation. We are recruiting a weather resilience and climate change adaptation manager to drive this agenda forward.

Flood resilience works at 14 repeat flood locations on the network have been successfully completed, including sites such as Slochd which has long history of earthworks instability and significant flooding. So far approximately 50 percent of planned works within the current business planning period on high-risk structural scour sites have been completed, and additional works are in progress. We have implemented improved landslip detection by remote condition monitoring (RCM) at 26 sites to monitor earthworks failure during extreme rainfall events and plans are in place for further roll out at six additional sites by the end of 2022.

The Scottish Government has several challenging targets around reducing carbon emissions and we are at the forefront of helping to meet this challenge. We are developing strategies which will deliver carbon reduction through further traction electrification and decarbonising our property and vehicles. Currently, our network is 60 percent electrified and we aim to have increased this to 94 percent by 2030. As rail is already a sustainable mode of transport, the big wins for the transport sector come from moving more people and a significantly higher volume of freight onto rail. This modal shift will also increase revenue to the rail business in Scotland, improving the net cost of the railway at a time when public finances are constrained.

2021 was a pivotal year in this journey, with progress made on decarbonisation of the route between Glasgow Central to Barrhead and along the East Kilbride corridor, to partially electrify Fife to enable battery-electric traction operation and to decarbonise the Borders route, all by December 2024. Early strategic development work on the central belt to Aberdeen and Inverness has been completed.

Our non-traction decarbonisation workstream focuses on energy and carbon reduction in our estate (e.g., offices, depots and stations), our critical infrastructure such as signalling and level crossings, and our road fleet vehicles. A cross-functional and industry working group is responsible for identifying, progressing and delivering energy and carbon reduction opportunities.

We have worked to establish our full carbon footprint using science-based emission reduction targets, including the impact from our supply chain and joining up with ScotRail to ensure we can develop a net zero strategy for Scotland's Railway. We have established baseline air quality records at major Scottish stations and produced bespoke air quality management plans for each station.

Our lineside engineers and ecologists have trialled innovative ways to manage vegetation on the lineside at both Winchburgh and Dalgety Bay. These projects have retained existing vegetation, created new habitat, included replanting, and have proved that biodiversity, safety and performance can all coincide in harmony. A leap forward for our railway biodiversity which historically, was not prioritised.

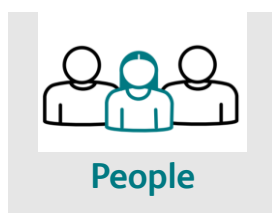
The circular economy workstreams aim to minimise waste and improve recycling solutions over the entire estate. Work in this area includes our paperless office pilot at our St Vincent Street office in central Glasgow. If successful, the initiative will be rolled out to other offices and operational sites.

Finally, social value. We have recruited our first social value specialist role and after a small campaign we have seen the percentage of staff taking volunteer leave improve from 0.5 percent to 3.15 percent, in just a few months. The railway social value tool was also launched with pilots currently being organised across the project portfolio.

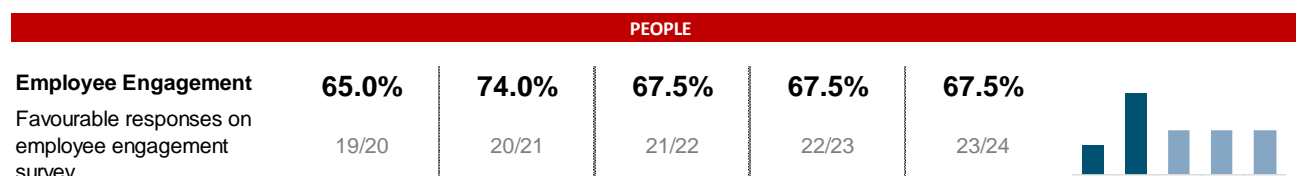
Key challenges for this theme for the remainder of the business planning period include dealing with ash dieback disease, creating and agreeing a biodiversity metric, assuring our energy data and continuing with weather resilience measures to ensure the network is operational during times of inclement weather events.



# People



## Key Delivery Plan Outputs



In summer 2021 we launched our new People Strategy for 2021 – 2023 - ‘You in the Making’. The overall vision is ‘To create an environment where everyone does their best work to create the best railway Scotland’s ever had’. It has four main areas of priority – 1) A simpler, more efficient organisation; 2) Brilliant managers and leaders; 3) A safe, inclusive and engaging culture; and 4) Right people, right place, right time. Beneath these four priority themes sit 12 individual interventions around elements like agile working culture, organisational design and structure, headcount efficiency, diversity and inclusion, leadership development, management capability and recruitment & selection.

The key performance indicator for this strategic theme is our employee engagement results. Employee engagement results for the business planning period so far are higher than target, with the average in 2021/22 showing 67.5 percent of our employees are positively engaged at work, and only around 1 in 10 feel disengaged. Our September 2021 ‘Your Voice’ survey had our highest ever participation rates, and the highest regional or functional engagement score in the company at 65 percent (10 percentage points above the Network Rail average). We have seen a decline in the results from 2020/21 into 2021/22 and we expect this to continue for the remainder of the business planning period, although, we have in place a number of key actions to improve in areas where employees feel less engaged. The reduction in survey results is we believe broadly related to two factors, the ongoing impact of the pandemic on our ability to collaborate and connect with colleagues and also pay constraint as a result of the industry financial challenge. A further consequence of the latter is ongoing workforce reform. We recognise this is a challenging time for all employees, however, we are confident that once this process is complete, Network Rail will be a more dynamic, efficient and agile workplace.

Scotland is the most engaged part of Network Rail. We are continuing to make good progress on connecting with colleagues across multiple channels with engagement levels across our bi-monthly MS Teams live events and Yammer remaining steady. There is positive engagement across a range of health and wellbeing campaigns and positive positioning ahead of the everyone home safe everyday programme. Future energy will be focussed on elevating the voice of frontline colleagues by supporting our home safe leaders in better, more authentic conversations.

We have also launched a significant culture change programme centred around agile working. This will save approximately £2 million per year at the same time as giving our colleagues much more control and agency around how they structure their working lives. This will we believe lead to higher levels of engagement and therefore productivity and performance. We will be consolidating our colleagues in

Glasgow city centre in one premise and encouraging others to base themselves in our delivery units and depots alongside working from home. This will create a truly agile working model where we measure our people on outputs, not where they sit, how many meetings they attend or how many emails they send.

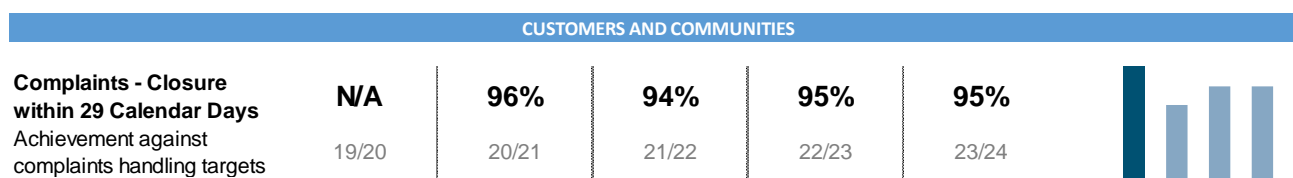
With the change in operator for ScotRail colleagues the opportunity is being taken to examine where opportunities exist for greater collaboration and integration. One particular exciting iteration of this is around the creation of Scotland's Railway Customer Service Academy. This is based on the very simple fact that we are all here to deliver a safe and reliable railway for the people of Scotland, regardless of what organisation we work for. Therefore, ensuring that we have a railway with the skills fit for the future is key, and the constituent organisations of Scotland's Railway can join up at scale to make that happen, it also has the added benefit of being more efficient. The vision is Scotland's Railway Customer Service Academy will ensure the future investment in early careers, professional qualifications, and technical skills is joined up across our industry to build the best railway Scotland's ever had. An initial proof of concept was published by the end of March 2022 which will harmonise current offerings across both organisations under elements such as induction, graduates and apprentices, leadership and management skills and coaching and mentoring. Where technical specialisms remain distinct such as driver and signaller training, we will introduce a mixed cohort module to these programmes to encourage collaboration and information sharing.

This is one example of the significant progress made against the 2021/23 People Strategy and a transformation of our human resources function is currently underway to deliver this further.

# Customers and communities



## Key Delivery Plan Outputs



The key performance indicator for this strategic theme relates to the number of complaints closed within 29 calendar days. Responding to customer and public complaints is a priority for Scotland’s Railway and performance so far in the year indicates that we are on target. Performance has been strong in this area albeit slightly lower in 2021/22 compared to 2020/21. This was as a result of an increase in the number of enquiries coupled with a new team and framework for dealing with complaints. The key focus for 2021/22 was around the quality of our case management and governance in place to support the quality of our case handling. Through a collaborative working group with Wales & Western, Eastern and the national contact, customer and communities team, we introduced several initiatives, such as response templates, ‘red flag’ case introduction to ensure case prioritisation, as well as the introduction of customer evidence requirements to support case management. In addition to this we published a number of standard operating procedures which clearly identify the process now in place. Performance has improved in the latter part of this year and we expect this to continue into the latter two years of the business planning period.

We have established our ‘One Team’ steering group which brings together the different train operating and infrastructure teams within our managed stations. The steering group has identified a number of initiatives which we will look to ‘bring to life’ across 2022/23. Progress has been slow in relation to the ‘people’ element of one team due to industrial relations concerns, but conversations have taken place and agreement in place across each of the train operating companies, that we will look to progress this area further at pace, with the support of the managed station integration programme.

In addition to this, we commissioned two independent accessibility audits across both our managed stations, to ensure we have an accurate view of the accessibility experience we deliver at our stations. These audits will be used to identify areas of improvement and opportunities to enhance the station experience with the support of the identified station team accessibility working groups.

To help ensure the voice of our customers is incorporated across all that we do, we have launched our Scotland’s Railway, insight, event & activity and passenger handling forums across Scotland’s Railway, to enhance our collaboration and communication across the industry. This is to ensure the needs of our customers and passengers are considered and opportunities to improve and collaborate identified.

We have developed our customer insight framework, which will enable us to inform strategic planning and investment work such as the Perth and Inverness masterplans with geographically specific research. This will support the establishment of action plans and the identification of requirements to improve the railway offering to passengers, attract non-users and support the Scottish Government's ambitions for the rail network.

To further enhance this work, in collaboration with ScotRail we are undertaking an exercise to better understand our passengers which will enable us to identify the demographics of those travelling across Scotland's Railway. Not all customers are alike. Their preferences, demands, buying power, and other characteristics will differ over a wide spectrum. Customer segmentation, or clustering, helps to divide the market into subgroups with similar interests and attributes. Customer segmentation will help Scotland's Railway to tailor its services and offerings, its price strategy, and its marketing messaging to improve its outreach to different groups of customers; driving passenger satisfaction and encourage and sustain the return to rail travel in Scotland and we look to have this piece of work finalised by March 2022, ready to launch with the support of our internal communications team.

We have been working with various colleagues across Network Rail to develop a disruptive access planning framework and strategy for Scotland which will determine how we manage engineering access moving forward; taking into account the priorities, risks and opportunities of the industry. Work is well underway and collaboration across the relevant teams is strong.

To support the delivery of the Passenger Experience Strategy and Network Rail's '*Putting Passengers and Freight First*' commitment "Scotland's Railway Customer Service Academy" will be launched in May 2022. Using existing training material developed by the national customer strategy team, we have created a 12-month development package which sits across both Network Rail and ScotRail, focussing on the delivery of excellent customer service. Scotland's Railway 'Customer Service Academy' will look to develop our people by facilitating them through an extensive developmental programme which will enable candidates to better understand the key requirements needed when delivering excellent customer service. Offering mentorship from senior leadership team, we will provide an environment to encourage self-reflection and identification of individual developmental requirements and facilitate a number of courses along with self-led learning, to enable learners to deliver excellent customer service and act as ambassadors for Scotland's Railway. The Customer Service Academy will act as the cultural change catalyst and springboard to support the development of our people and future leaders.

# Financial Overview

## Income

£ million	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	Total Spend in Current Business Planning Period	Last approved baseline
Franchised Train Companies and Freight Operating Companies Income	(347.8)	(355.7)	(410.5)	(453.3)	(486.8)	(2,054.2)	(1,901.9)
Commercial / Property Income	(11.8)	(5.2)	(10.6)	(15.1)	(15.8)	(58.5)	(64.2)
Net Schedule 4 & 8 costs	30.3	28.6	35.7	25.9	21.8	142.3	99.6
<b>Total Income</b>	<b>(329.4)</b>	<b>(332.3)</b>	<b>(385.5)</b>	<b>(442.5)</b>	<b>(480.7)</b>	<b>(1,970.5)</b>	<b>(1,866.5)</b>

## Expenditure

£ million	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	Total Spend in Current Business Planning Period	Last approved baseline
Support	33.8	26.6	28.5	29.9	25.1	143.9	147.3
Operations	52.2	68.1	65.0	63.5	63.7	312.6	299.6
Maintenance	154.6	171.8	189.3	175.7	160.6	851.9	845.5
Industry costs and rates. Electricity Costs for Traction (EC4T), Cumulo Rates, British Transport Police subsidy, Office of Rail and Road (ORR) subscription, Rail Delivery Group subsidy, etc	0.0	0.2	61.7	72.5	94.6	229.1	0.2
Renewals	293.6	431.7	449.2	479.0	338.6	1,992.1	2,011.4
Risk Funding	0.0	0.0	0.0	0.0	38.3	38.3	57.5
<b>Total Costs</b>	<b>534.2</b>	<b>698.4</b>	<b>793.7</b>	<b>820.6</b>	<b>721.0</b>	<b>3,568.0</b>	<b>3,361.5</b>
Enhancements	192.9	175.5	172.9	198.2	359.0	1,098.5	1,118.9

Last approved baseline is based on the last forecast for the current business planning period undertaken during 2020/21. Analysis does not show central allocations from group functions.

## Financial Overview continued

As we approach year four of the five year business planning period, the consequences of the Covid-19 pandemic on the railway industry are continuing to have a profound impact on its finances. Since March 2020, we have seen on average the number of train passengers drop by around a half, and whilst the leisure market has re-bound to near pre-pandemic levels, this has not been replicated in the commuting market and we are not expecting this to return as working from home and agile working practices become the norm. Subsequently, over recent months, we have seen ScotRail, who operate around 75 percent of all trains in Scotland operate an 83 percent timetable compared to pre pandemic levels. This has had a significant impact on our income. Our expenditure on maintenance, signalling and renewing the railway does not necessarily fall uniformly, in line with train services. In addition, the impact of severe weather is having an adverse impact on the railway with a mixture of reactive expenditure following significant events and the subsequent compensatory payments which are provided to train operators when we are unable to fully operate the network. These two challenges around industry income and dealing with severe weather events are the areas which our finances are most impacted.

We recognise the financial challenge this places on us, and working closely with Transport Scotland and ScotRail, the number of trains operating each day has reduced, matching passenger demand with the train timetable. In terms of severe weather, we have employed a new team of weather controllers which allows for a proactive view of operating the network prior to a severe weather event. This is already having a positive impact on passenger experience resulting in earlier notification of disruption. In the medium to long term the two challenges around industry income and dealing with severe weather provides an opportunity to review how we operate the infrastructure of the network and we have embarked on a series of exercises to deliver additional financial efficiencies to ensure we remain financially sustainable without putting overdue burden on the taxpayer.

Our 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.

The plan also places 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

The phasing of cost and volumes has been continually reviewed since the original business plan to address deliverability issues that have mainly arisen during 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 the business planning period. This along with the rephasing of workbanks to later years of the business plan will ensure Scotland's Railway achieve its planned costs and volumes targets.

Efficiencies is an area 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 into 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 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 business planning period.

Since the last Delivery Plan update, in line with Network Rail's vision of 'Putting Passengers and Freight first', there continues to be devolution of central functions to the regions of the company. This has the result of increasing expenditure directly controllable by the regions and is included in the financial overview table on page 20. During 2021/22, devolution of expenditure relating to industry costs and rates and some support functions has resulted in additional expenditure although a consequential reduction in central charges.

The current position of the risk fund has reduced from £329m from the start of the business planning period to £38 million at the most recent forecasting exercise for the business planning period. This is due to risks being identified within operational expenditure, renewals, and income across the current business plan, 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, the impact on income from train operators from operating a reduced timetable and also the additional costs resulting from severe weather events which are occurring more frequently.

In terms of the impact of Covid-19, Scotland region has the largest loss from Schedule 8 which is the financial compensation scheme which exists between infrastructure provider and train operator. In the current business planning period, train performance has been significantly better in England and Wales than the regulatory benchmarks, resulting in £0.7 billion financial outperformance compared to the original business plan but, in Scotland this has not been the case with performance broadly in line with plan. Train performance in Scotland (ScotRail) was comparably better than for other operators in the previous business planning period and the Office of Road and Rail (ORR) set PPM targets at an ambitious 92.5 percent across the current business planning period, compared to an outturn for 2018/19 of 87.4 percent. Whilst overall train performance in 2018/19 suffered from some one-off impacts, (May-18 timetable introduction and both hot and cold weather), these were expected to reverse out in 2019/20. Actual train performance in the current business planning period so far has been slightly better in Scotland compared to Great Britain as a whole, but the high baseline means that there has only been marginal financial outperformance against our targets in relation to Schedule 8.

# Scotland's Railway – Stakeholder Engagement

## Stakeholder engagement – approach

Developing long-term working relationships with our customers, passengers, funders, suppliers, partners and lineside neighbours is fundamental to building a better railway for Scotland.

Our commitment to stakeholders is to ensure we are

- Transparent
- Inclusive
- Well-governed
- Effective

Listening and responding to our customers and stakeholders more effectively is already delivering tangible results. It has enabled the return of timber freight to our railway and is informing the location of new railway stations on the network, as well as providing vital feedback on the impact of our enhancements and renewals programmes.

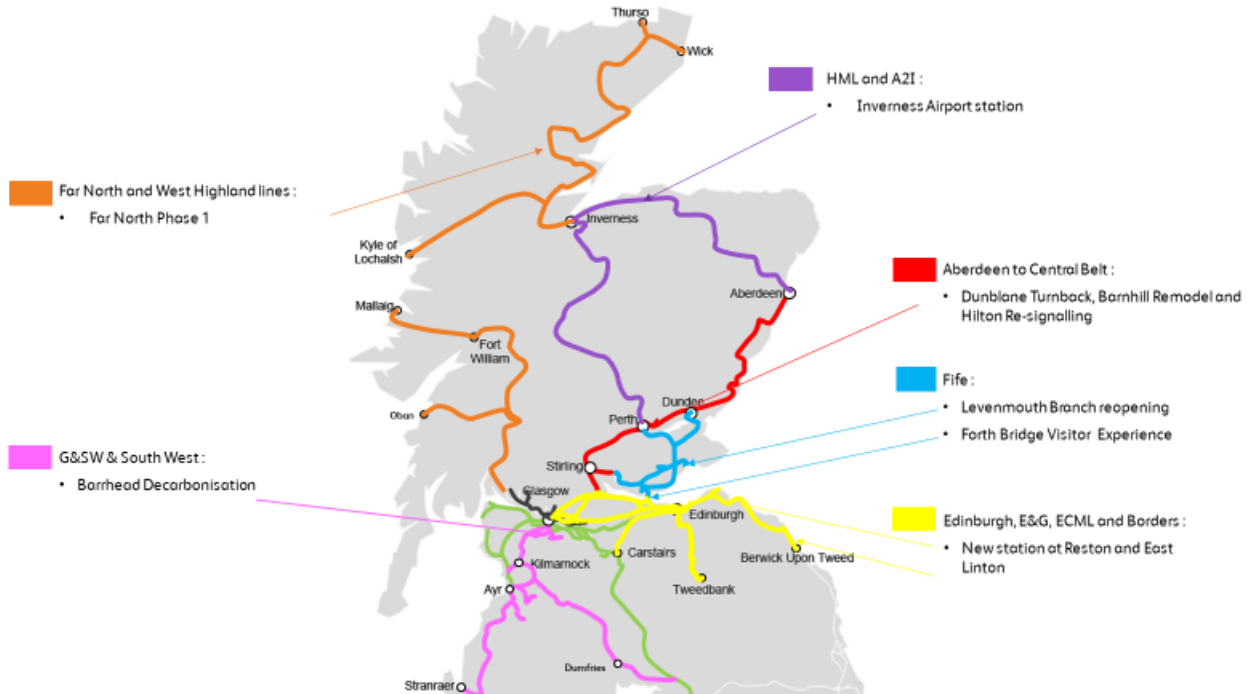
With more decision-making capability and accountability at a local level, we can respond more swiftly and in a way that better reflects the aspirations of our stakeholders. Our plans to decarbonise Scotland's Railway by 2035, deliver major enhancement projects and carry out an extensive renewals programme are delivered in tandem with our commitment to listen, respond and engage with stakeholders.

Part of our approach to building stakeholder understanding and developing advocacy for Scotland's Railway has been to improve access to our works, in a safe way that doesn't impact upon delivery. At sites across Scotland's Railway we have provided opportunities for elected representatives and community groups to see first-hand what we are doing and meet the teams delivering this work, including the rapid harnessing of new technology and methods of engagement when the Covid-19 pandemic prevented in-person meetings from taking place, to ensure our links and relationships remained strong. As we move towards a post-pandemic future, we will seek proactive engagement opportunities for our stakeholders to return to Scotland's Railway to see first hand the level of investment and development of our infrastructure.

Working with passengers, funding and regulatory partners, customers or communities, we work closely with our stakeholders and partners as we equip and support Scotland's Railway to play an integral role in the nation's post-pandemic recovery. We don't know fully how people will use the railway in the future, but they are likely to have very different demands and we must respond to this. Whether it's new ticket types, different timetables, smarter ways of delivering improvement works as people move away from the daily commute, or better technology, we know that the railway needs to match the transformed expectations of our stakeholders.



# Scotland’s Railway – Key Projects and Initiatives 2022 to 2024



## 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.

Network Rail operates across five regions within Great Britain. Within Scotland, our region is known as Scotland's Railway and together with around 150 different organisations and suppliers from across the rail industry in Scotland, who believe a better railway for Scotland is possible.

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](http://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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