Our delivery plan for
Control Period 7

1 April 2024 to 31 March 2029

A high level summary

Foreword

The government's commitment to invest over £45bn (just under £43bn in today's prices) in the operation, maintenance and renewal of the railway in England, Wales and Scotland over the next five years is significant and a clear vote of confidence in the industry.

Our plans for the next five years are ambitious. We'll make Britain's railway safer, more accessible, more efficient and ultimately commit to improving reliability for passengers and freight alike.

We'll also deliver initiatives to support the railway family and the thousands of people who work day in, day out to run, maintain and develop our network. This includes our extensive and valuable supply chain partners who are core to keeping Britain's railway safe and reliable.

Our plan also lays the foundations for the creation of Great British Railways (GBR), a new public sector organisation that will bring track and train together under a single guiding mind.

Central to our plans is safety and delivering the highest level of train performance possible. We are investing for the future, to create a railway that is more environmentally sustainable and efficient.

We know that the railway will face many challenges in Control Period 7 (CP7) – both known and unknown. Whether it's changing commuter habits, the ever-increasing impact of extreme weather or the consequence of recent high levels of inflation. We must remain agile to these external factors, so that we can successfully respond to the challenges and opportunities ahead of us in the uncertain world we are in.
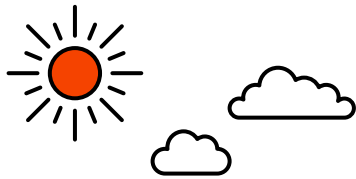
As I reflect on what the railway has delivered over the past few years against the extremely challenging and uncertain economic and environmental backdrop, I believe that we can deliver on our plans from day one, working hand in hand with our industry partners. I, personally, cannot wait to get started.

Andrew Haines OBE
Chief Executive

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Introduction and summary of our CP7 funding and outcomes
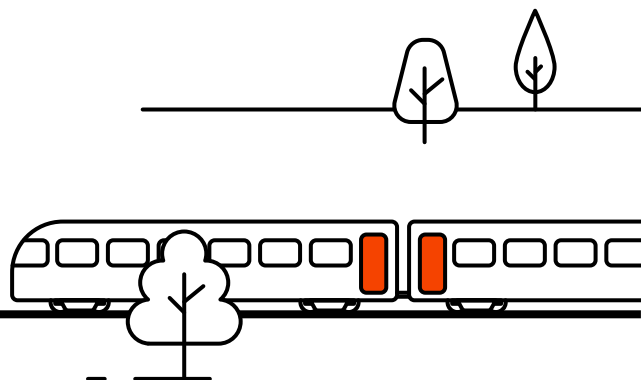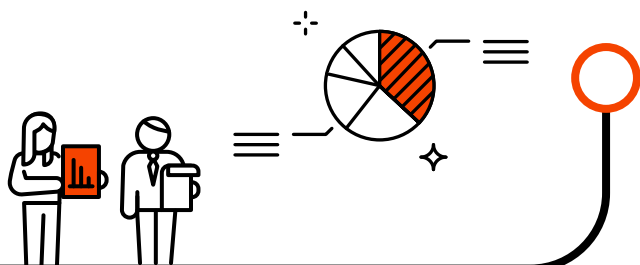
Purpose and scope of this document

This document is our Control Period 7 (CP7) delivery plan. It sets out our planned activities, outputs and expenditure for operating, maintaining and renewing the mainline railway infrastructure in Great Britain over the next five years (between 1 April 2024 and 31 March 2029).

It does not include any enhancement expenditure or activity (e.g. electrification schemes or capacity upgrades) as these are funded through other arrangements. However, we have aligned our plan with the wider rail network enhancement programme as it is currently understood.

Other activities not reflected in our plans include Network Rail High Speed activities and GBR transition team (GBRTT) activities and costs which are funded separately. However, we have worked closely with GBRTT so that our plan lays the foundations for GBR and industry reform.

Our delivery plan consolidates and summarises our plans for Scotland, our four regions in England & Wales, and our six supporting network-wide functions. These plans are owned and developed by each region and function but aligned and coordinated within a network-wide framework. Our region and function plans are also available on our website.

Our delivery plan is a critical milestone at the end of the 2023 periodic review (PR23). It follows almost three years of detailed planning and analysis across Network Rail to develop our plans for CP7, during which we have undertaken extensive stakeholder engagement, including with our funders and our customers. Our plans are focused on delivering the priorities for the railway for the next five years set out by the UK and Scottish governments in their High Level Output Specifications (HLOSs) (England & Wales available here and Scotland available here) within available funding, as well as delivering our customer and wider stakeholder priorities.

Our economic and safety regulator, the Office of Rail and Road (ORR), oversees the periodic review process and provides challenge of our plans and provides advice to government. The conclusions of ORR's review are presented in its final determination, published in October 2023, which sets out its decisions on regulated outcomes and funding for CP7 and which we have used to inform our delivery plan. ORR's final determination was based on an assessment of our CP7 strategic business plans which were produced in early 2023.

Photo by Jamie Sweetland

In developing our plans, we have highlighted the level of risk and uncertainty that we expect to continue to face during CP7. This includes further inflationary pressure, changes in passenger volumes and train service levels, and the increasing impacts of climate change and extreme weather on our network – and the impact this could have on the delivery of our plans. To manage all these risks (and any others that may arise), we have been clear that flexibility in the regulatory framework throughout CP7 is essential, and we must also work with our industry partners to respond with agility to manage the impacts of the risks and uncertainties we anticipate during the control period.

Each year, we will update our plans and demonstrate our progress on delivering our CP7 outcomes. Any changes to plans will be made transparently, with ORR monitoring our delivery. Throughout CP7, we will also monitor our key performance indicators (KPIs) to assess the delivery of our CP7 strategic objectives, which are described in the following sections of this document. Delivery will be measured at a national level and at a regional and functional level. Included within these KPIs are the tier 1 ('success') and tier 2 ('supporting') regulatory measures which will be used to inform ORR, and the UK and Scottish governments, of our performance throughout the control period.

Financial values expressed in this document are in cash prices (using the Office for Budget Responsibility's (OBR) November 2023 inflation forecast), unless otherwise stated.

Our CP7 outcomes

Below are our key outcomes for each main area of our plan (or 'strategic theme'). Further information on what we plan to deliver within each strategic theme is set out in Chapters 5 to 10, as well as in Annex A.

Safety

We will reduce the number of injuries to our workforce and deliver train accident risk reduction activity every year in CP7.

Train service delivery

We will work with our industry partners to improve train service reliability and punctuality. We will support 7.5 % freight growth over the next five years. Our asset age will decline overall, so we will manage this carefully by focusing our asset maintenance and renewal activity in the areas that need it most.

Efficiency

We will deliver £3.9bn worth of efficiencies in CP7, building on the success of Control Period 6 (CP6).

Customers & communities

We will improve overall passenger satisfaction and satisfaction at our managed stations.

Sustainable growth

We will further reduce our carbon emissions by 20.5 % and improve the biodiversity on our land.

People

We will improve employee engagement and develop our talented, diverse and well trained workforce delivering the right work at the right time.
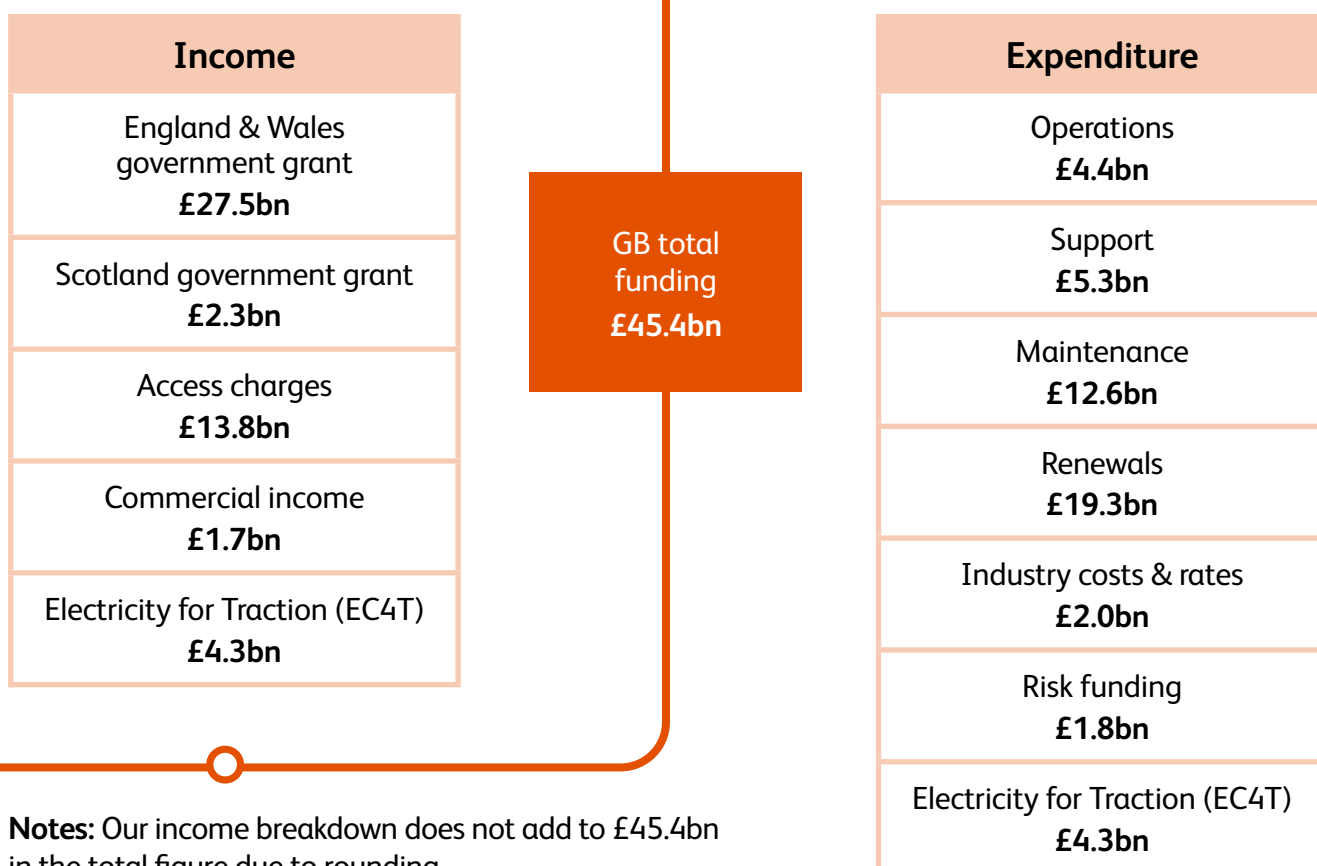
Our CP7 financial overview

We expect to receive £45.4bn in cash prices (£42.8bn in today's prices) in income during CP7 through a combination of government grants, access charges from passenger and freight operators, and commercial income such as property rental.

In England & Wales our activities are funded by the UK government, through the Department for Transport (DfT), and in Scotland we are funded by the Scottish government, through Transport Scotland. We receive separate grants from each government.

Figure 1.1, below, sets out how we plan to use our funding on our operations, support, maintenance and renewals activity in CP7. As part of our plan, we have £1.8bn of risk funding that we will use to manage risks that materialise during the control period. Note: This includes the Scotland targeted performance fund of £53m.

In previous CP7 / PR23 publications, we have presented our financial information in real (2023/24) prices, setting out our overall funding requirement in today's prices. Now that we have finalised our plans, we have moved to present our plan in cash prices (i.e. the money we expect to pay out during the control period).

Figure 1.1: Summary of our expected CP7 income and expenditure

Income		Expenditure
England & Wales government grant **£27.5bn**		Operations **£4.4bn**
Scotland government grant **£2.3bn**	GB total funding **£45.4bn**	Support **£5.3bn**
Access charges **£13.8bn**		Maintenance **£12.6bn**
Commercial income **£1.7bn**		Renewals **£19.3bn**
Electricity for Traction (EC4T) **£4.3bn**		Industry costs & rates **£2.0bn**
		Risk funding **£1.8bn**
		Electricity for Traction (EC4T) **£4.3bn**

Notes: Our income breakdown does not add to £45.4bn in the total figure due to rounding.

Our CP7 plan assumes that Electricity for Traction (EC4T) costs of £4.3bn are offset in full by EC4T charging income from operators. Therefore it is not included in the £45.4bn total.

Expenditure excludes costs associated with the British Transport Police (BTP).

We are funded separately by government, or other third parties, for infrastructure enhancements, which are not included in this plan. Enhancements funding in England & Wales is provided principally through the Rail Network Enhancements Pipeline (RNEP) with more information available here. Enhancements funding in Scotland is subject to the Scottish government appraisal process outlined in the Rail Enhancements and Capital Investment Strategy, with more information available here.

We have been, and expect to be, impacted by the effects of the recent high levels of inflation, although it is now reducing. The Statements of Funds Available (SoFAs) from the UK and Scottish governments allowed for a real terms increase in funding for CP7, in comparison to CP6 (April 2019 – March 2024).

However, based on the OBR November 2023 inflation forecast, our CP7 funding is now projected to be slightly less than in CP6, and has eroded by £1.3bn since the SoFAs were published under 18 months ago. Managing this impact, and other funding pressures, has required choices and trade-offs on how we use our CP7 funding which are further discussed in this document.

The most recent Bank of England February 2024 and OBR March 2024 forecasts suggest more uncertainty over the likely path of inflation over the next five years. We will continue to monitor the latest views of inflation, and implications for our CP7 plan.

Photo by Amy Clare
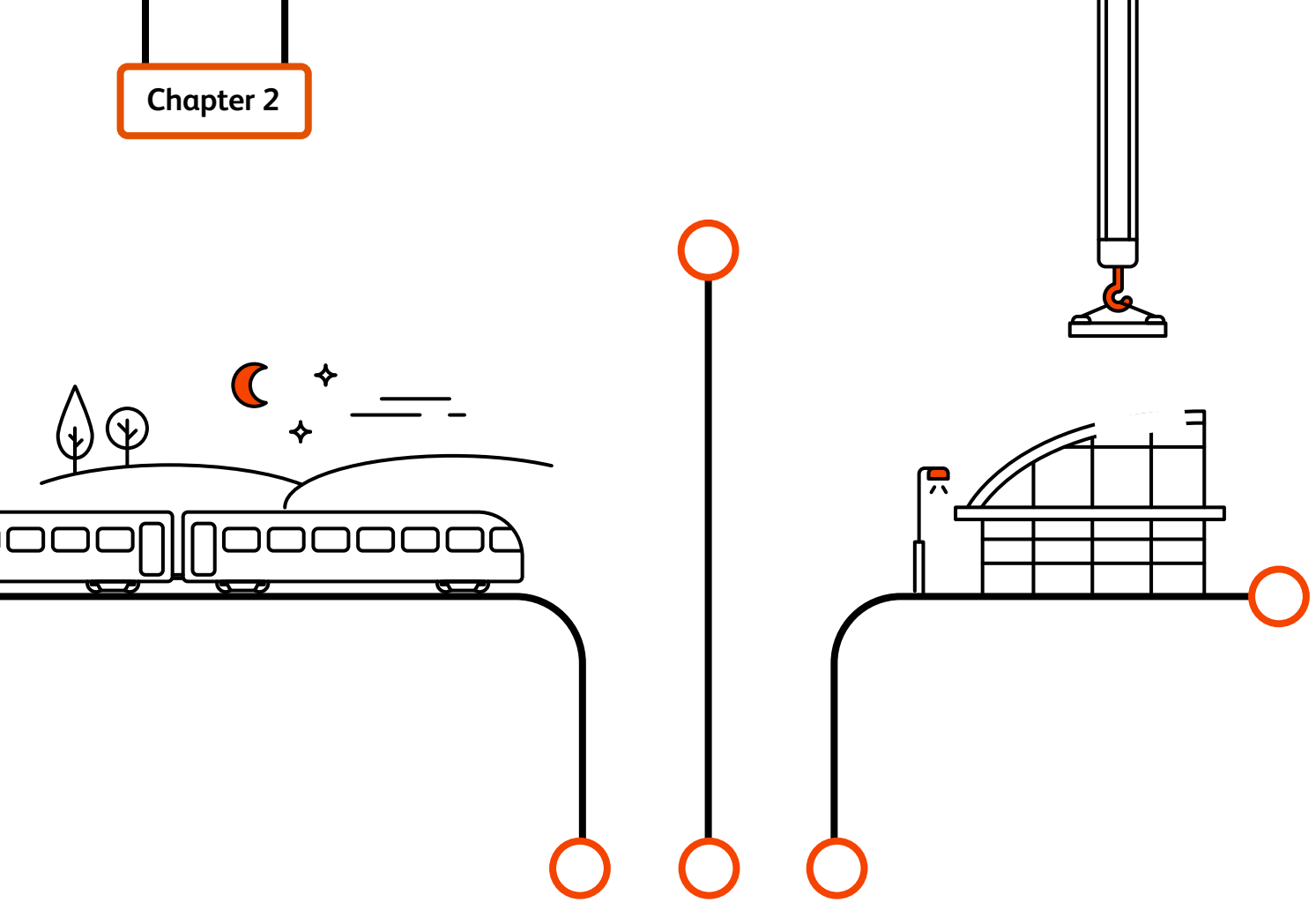
Who we are and how we're structured
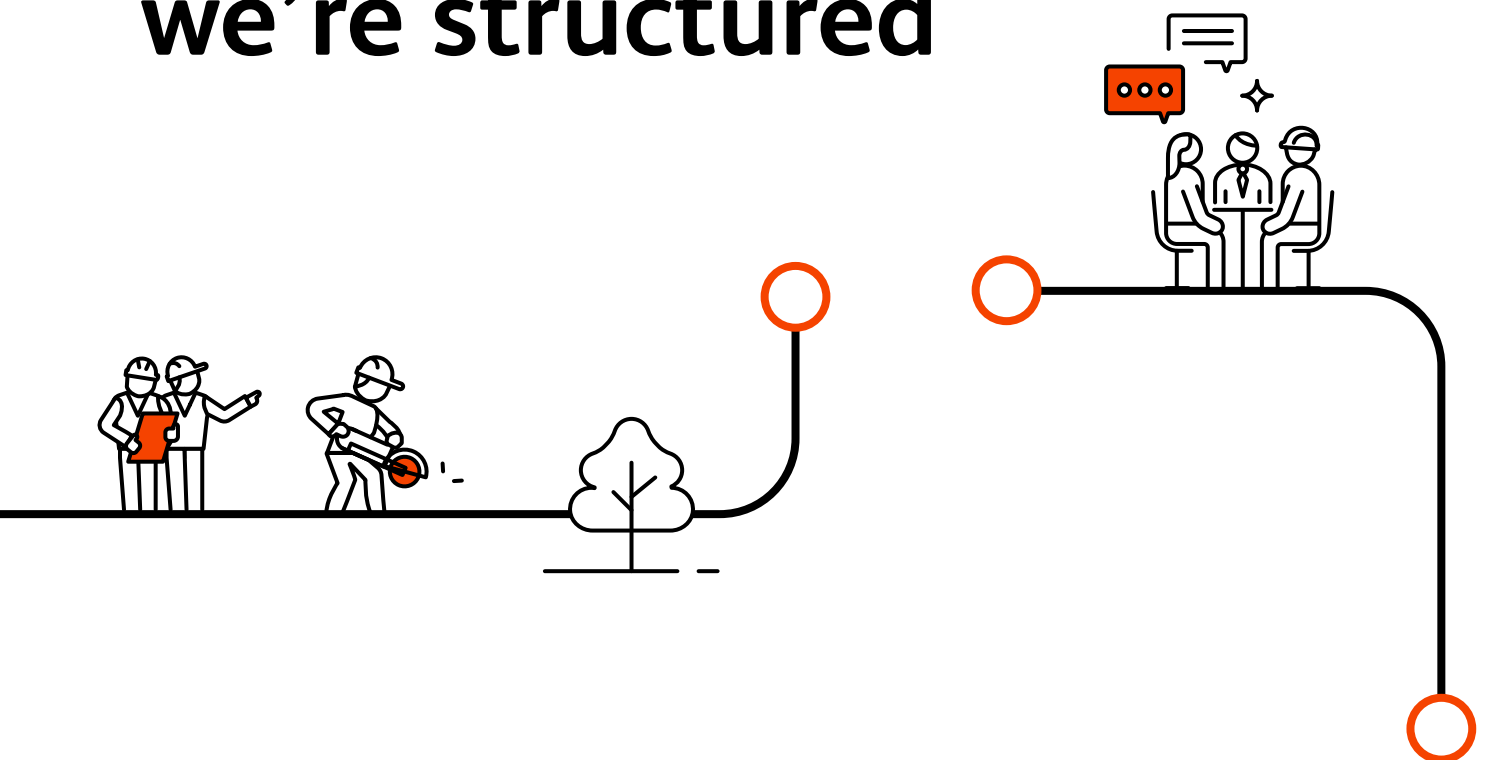
Who we are and what we do

Network Rail is a public sector arm's length body of DfT. We own, operate, maintain and develop the railway infrastructure in England, Scotland and Wales (our network).

The rail network includes 20,000 miles of track, 30,000 bridges, tunnels and viaducts and thousands of signals, level crossings and stations across our network. We manage 20 of the country's largest stations, while all the rest – over 2,500 – are run by train operating companies. We are one of the largest landowners in Great Britain, managing 52,000 hectares. We are also Britain's biggest neighbour with more than 22 million people living within 500 metres of our railway.

We employ over 40,000 skilled and dedicated people, and support more than 100,000 British jobs through our supply chain. We work directly with over 4,000 suppliers – 99 % of which are UK based and 75 % of whom are small and medium enterprises. We also have Britain's sixth largest road fleet.

Our purpose and role

Our purpose is to connect people and goods with where they need to be, to support our country's economic prosperity and contribute to the objectives of the UK and Scottish governments.

Our role is to run a safe, reliable and efficient rail network with a vision to deliver a simpler, better, greener railway for our customers and communities.

How we're structured

Our business is split into five geographical regions, with those regions sub-divided into 14 routes. These regions and routes are devolved businesses, enabling many decisions to be taken at a local level, closer to customers and the communities in which we serve.

Our regions and routes are supported by network-wide functions providing services required across the network.

This plan covers all five regions and 13 out of our 14 routes. Network Rail High Speed, which is our fourteenth route, provides dedicated operations, maintenance and renewals for the HS1 infrastructure and stations. Its activities and funding are separate from this plan.

Eastern
1. Anglia Route
2. East Coast Route
3. East Midlands Route
4. North & East Route

North West & Central
5. Central Route
6. North West Route
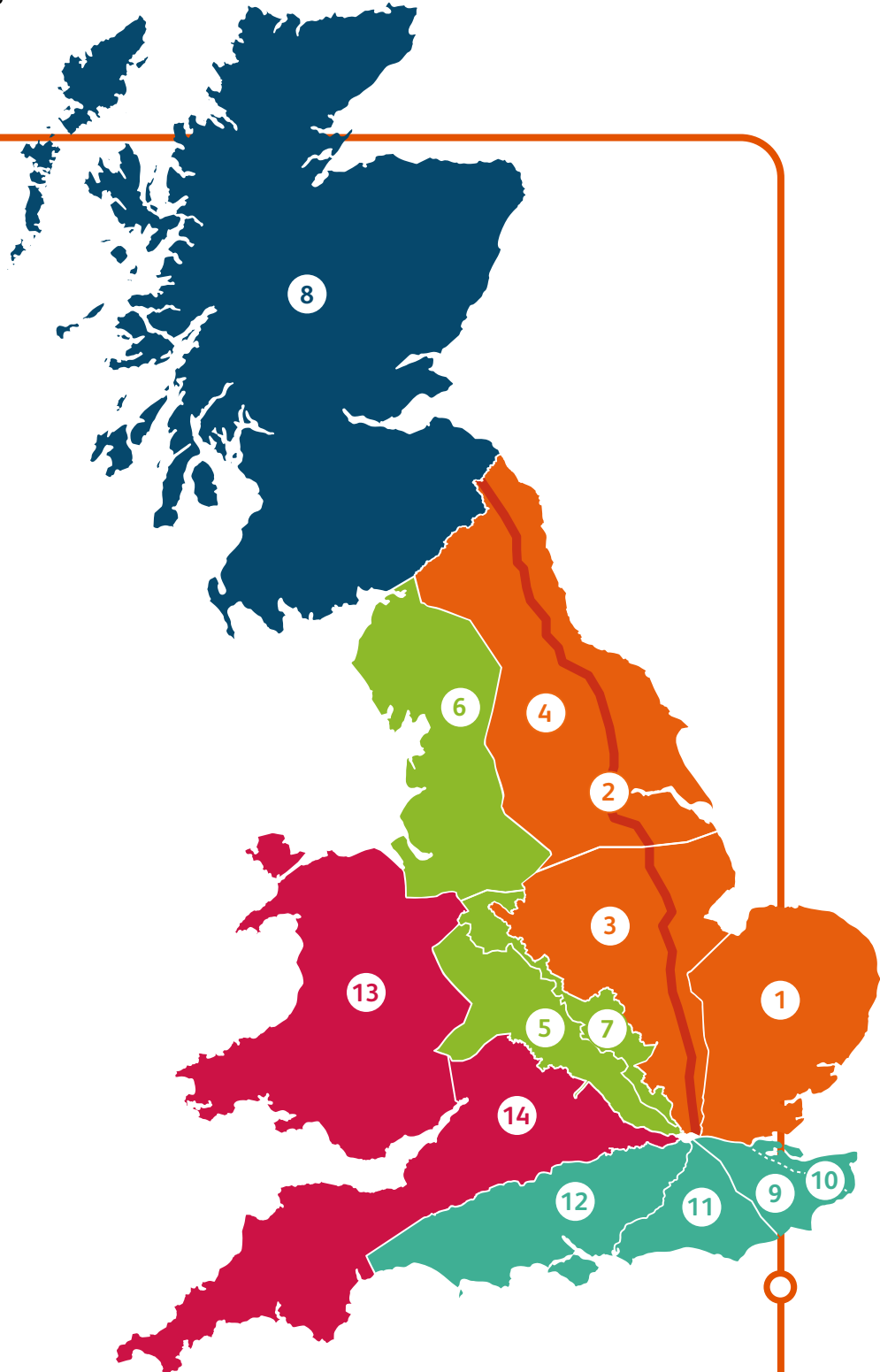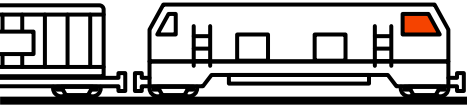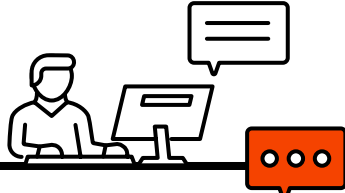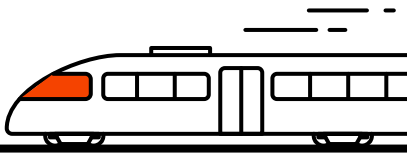7. West Coast South Route

Scotland's Railway
8. Scotland Route

Southern
9. Kent Route
10. Network Rail High Speed
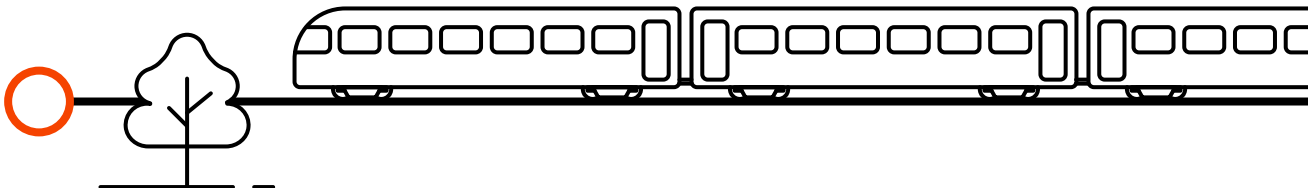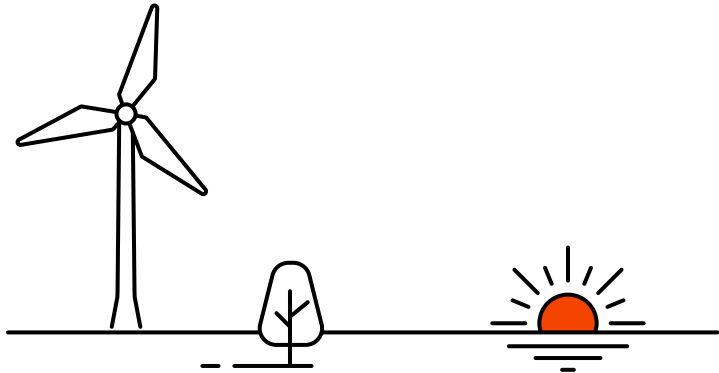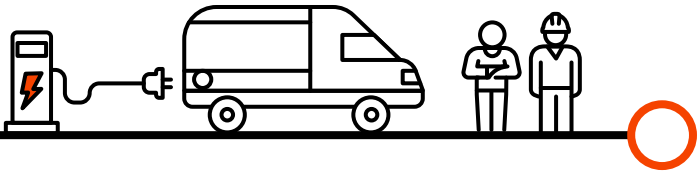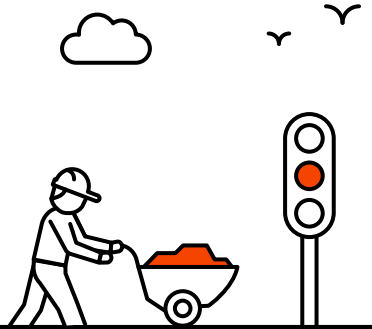11. Sussex Route
12. Wessex Route

Wales & Western
13. Wales & Borders Route
14. Western Route

Our vision for CP7

Our vision: simpler, better and greener.

Simpler. We'll play our part in improving the service we give to customers, unifying the railway to make it easier for people to choose rail, growing passenger numbers and freight. We'll root out waste and duplication and stop doing things that don't add value.

Better. We will continue putting passengers first and shifting more goods by rail, encourage local accountability and be more commercially minded. We'll create a new type of rail leader, invest in the skills and safety of our colleagues, help rebuild the railway with our partners and play our part in rail reform.

Greener. And by making rail simpler and better, we will attract more people to the cleanest, greenest form of mass transport, while reducing our own carbon footprint.

> Simpler.
> Better.
> Greener.

Our strategic themes

We have six national strategic themes that underpin our vision, with our plan for CP7 aligned to each theme. These are summarised in Figure 3.1, below. Our devolved structure means that regions and functions can adapt their strategies to their unique circumstances and local stakeholder priorities, while contributing to the network-wide objectives. This is particularly important for Scotland's Railway so that its strategic themes support the delivery of the requirements set out by Scottish Ministers in their HLOS.

Figure 3.1: Our six strategic themes

Theme	
Safety	**Everyone home safe, every day.**
Train service delivery	**Delivering reliable and punctual train services.**
Efficiency	**Run a safe, reliable and efficient railway.**
Customers & communities	**Dependable partner with customer service at the heart of everything we do.**
Sustainable growth	**To serve the nation with the cleanest, greenest mass transport.**
People	**Become a high performing, service led organisation.**

Our values

Our values bind our organisation together, guiding how we act and the decisions we make.

We're safe

Safety is not negotiable. With clear accountabilities, we must challenge ourselves and our colleagues every time we witness unsafe behaviour.

We care

Respect, kindness and empathy are all part of treating others the way we wish to be treated. It is simply about asking ourselves 'how can we better care for the passengers that we serve every day?'.

We work as a team

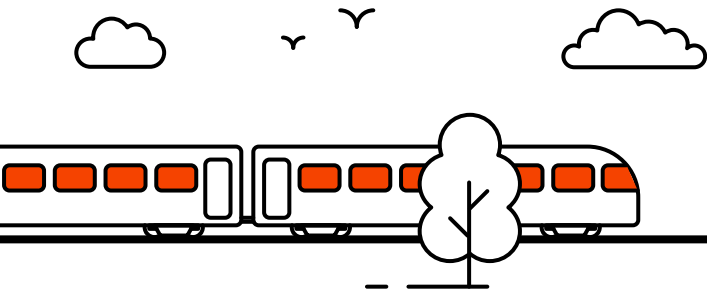It's about mutual support, no matter what. We pull together as one rail industry, with the needs of passengers and freight users at the heart of what we do.
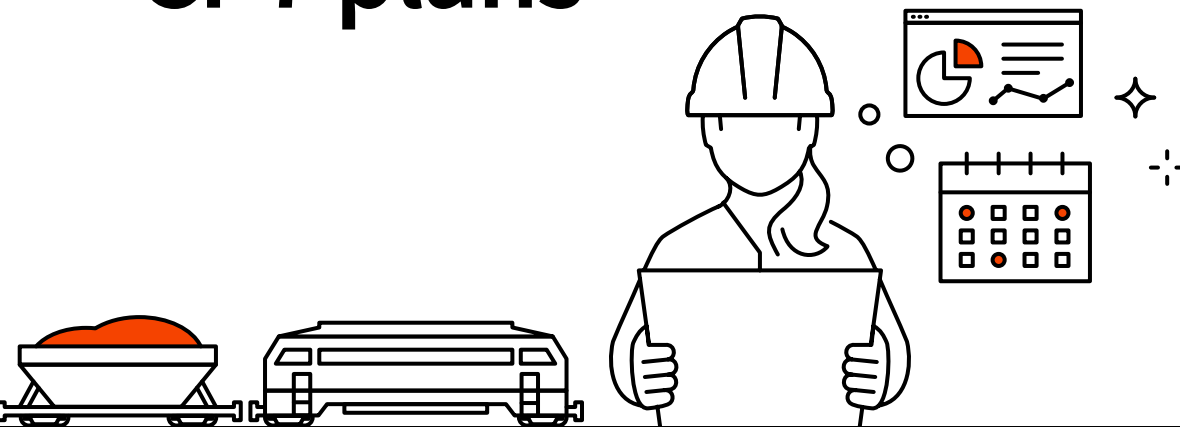
We're empowered to act

We're empowered to do the right thing for those who use the rail network. It is about removing barriers and ensuring that we have what we need to be able to act, when and where it's required.

How we have developed our CP7 plans
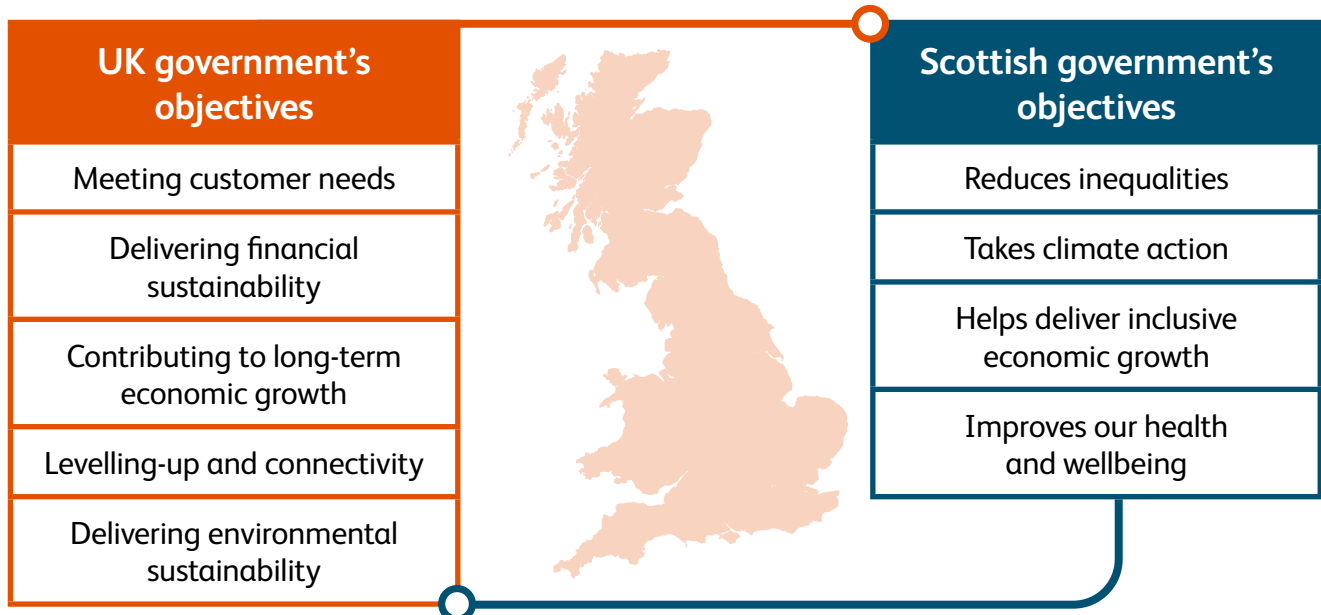
How we have developed our CP7 plans

The UK and Scottish governments' £45.4bn commitment to funding the operation, maintenance and renewal of rail infrastructure over the next five years is a significant vote of confidence in the industry's future. However, along with managing the impacts of inflation, there are extensive demands on our funding, and we have had to make tough choices to develop our plans. These demands include the need to improve safety and performance in CP7 and make longer-term improvements to the network, managing an ageing asset base, the increasing frequency of extreme weather events and their impact on our network, and more broadly, the significant financial challenges facing the industry and wider economy.

Our devolved structure means that our regions and functions own the development of their CP7 plans. Over the past three years, these plans have been developed within a network-wide planning framework which allows regions and functions to respond to their own unique circumstances and local stakeholder priorities, while also reflecting broader network-wide requirements. These plans together, form our GB delivery plan.

Our plans are balanced between delivering the priorities for the railway for the next five years, principally in terms of safety, train performance and customer experience, and making investments in people and technology and research & development that will improve the operation, efficiency and environmental sustainability of the railway over the longer-term. This balanced approach is consistent with the objectives of the UK and Scottish governments, as set out in their HLOSs, and within funding they are making available. Figure 4.1, below, sets out the UK and Scottish governments' strategic objectives[1] for the railway.

Figure 4.1: UK and Scottish governments' objectives for the railway

UK government's objectives	Scottish government's objectives
Meeting customer needs	Reduces inequalities
Delivering financial sustainability	Takes climate action
Contributing to long-term economic growth	Helps deliver inclusive economic growth
Levelling-up and connectivity	Improves our health and wellbeing
Delivering environmental sustainability	

To balance our priorities and the funding available (which includes the impact of inflation on our plans), we have taken a 'market-led' approach to our planning. This involves prioritising our asset investment on areas of the network which will provide the most value, to support areas of the network that generate higher levels of revenue, while also providing an appropriate level of service to areas where revenue is typically lower.

[1]Available in Transport Scotland's National Transport Strategy 2.
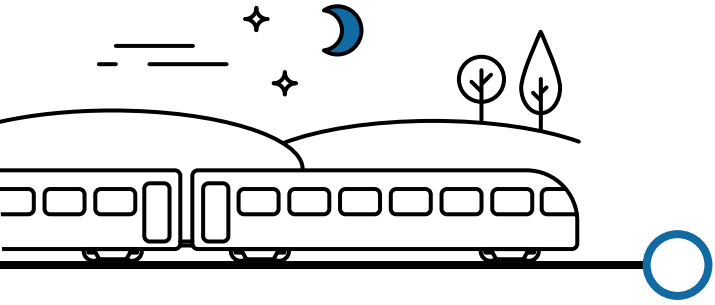
Safety
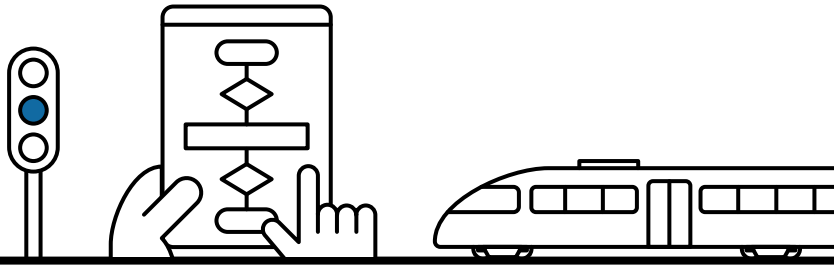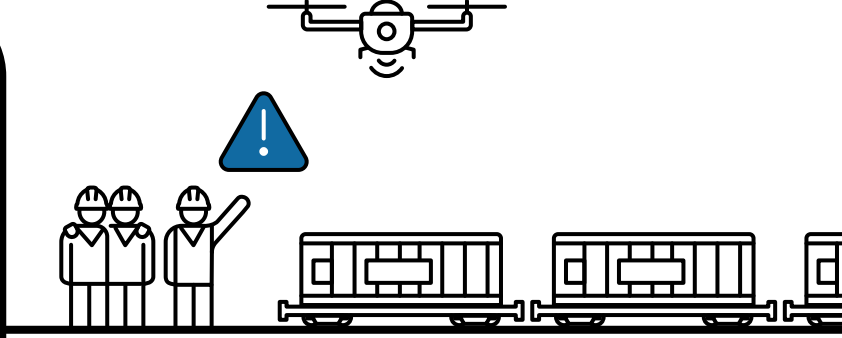
Safety

Our ambition: Everyone home safe, every day.

Running a safe railway is at the heart of everything we do. Over the next five years we will continue to invest in keeping passengers and the public safe – on trains, at stations, using level crossings and around our network – as well as keeping our workforce safe and healthy.

Our plans reflect learning from past safety incidents as well as the changing safety risks we're facing in the future, most notably the impacts of climate change. We will continue to build our safety culture and give our people the right skills and training to work safely and effectively.

Our key 2024-2029 safety objectives and targets:

- Reduce passenger safety risk
- Reduce health and safety risk to our workforce
- Reduce public safety risk
- Effectively control threats to railway security.

	CP6 exit[1] 2023/24	CP7 2024/25	2025/26	2026/27	2027/28	2028/29
Workforce Fatalities and Weighted Injuries (FWI)	0.068	0.064	0.061	0.058	0.055	0.052
Train Accident Risk Reduction (TARR)[2]	92%	95%	95%	95%	95%	95%
Personal Accountability for Safety (PAFS)	937	892	853	817	783	751

Our 2024-2029 safety plans include:

Reduce passenger safety risk:

- We have used a safety bow-tie risk assessment framework, complementing our existing safety risk management approach, to assess the impact and mitigations from our planned asset management interventions in CP7.

The development and application of the safety bow-tie framework is one way we are enhancing our ability to make strategic choices and investment for the best safety benefit. Please see Chapter 11 for more information.

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[1] CP6 exit positions are based on a forecast as at February 2024.

[2] TARR is a leading indicator that measures the activities we are delivering to reduce train accident risk (as measured by the Precursor Indicator Model). Internally, we are introducing a new approach to measuring our inputs to reducing train accident risk reduction through Passenger Safety Milestones. If effective, we intend to introduce this in our year 2 delivery plan.

- Our Weather Risk Task Force (WRTF) and engineering teams will continue to build our understanding of extreme rainfall events to manage our earthworks and drainage systems and tackle train accident risk. This is already being used in our routes, such as the convective rainfall predictive tool, and will continue to support safe decisions.

- Our plans will reduce the risk of objects on the line which can cause a train accident. We are tackling the risk of dead or dying trees falling onto the line and using technology to detect objects on the line, such as the continued roll-out of geo-fencing in Southern.

- We will continue to act on the root causes of operational risks. For example Eastern will work with operators and utilise existing technology to mitigate SPAD (Signals Passed at Danger) risk as part of its wider safety strategy. Southern is focused on spoken safety critical communication and nationally we are committed to embedding our national fatigue standard.

- Our System Operator team will continue the Freight Safety Improvement Programme which will fund schemes to address specific network-wide risks to freight safety.

- At our stations, we will continue to install and renew tactile edges on platforms to provide a major accessibility improvement and help to keep all of our passengers safe.

Reduce public safety risk:

- Continuing our work with mental health and suicide prevention charity support partners and our safety campaigns, we will reduce the risk of suicide and educate the public on the risks of the railway.

- Our level crossing strategy includes refreshed, simpler signage at crossings, innovative bridge solutions, state-of-the-art CCTV and obstacle detection, and more stop lights letting people know when it is safe to cross the railway.

Reduce health and safety risks to our workforce:

- We are investing in technology to monitor the condition of our infrastructure, including using drones and online tools to remotely monitor assets and reduce the time our people are on track.

- We will modernise how we take possessions and remove the use of detonators and stop boards, removing staff from the track and protecting worksites using our highly reliable signalling systems.

- We will continue to improve our Railhub system which enables us to digitally create, verify and authorise safe work packs and reduce risk for people working on the railway.

- £293m investment in the Electrical Safety Delivery (ESD) programme will deploy new technology to isolate the electricity to sections of the railway more quickly and safely. Chapter 13 sets out more on our plans for this programme.

- We will develop a new safety incident reporting and assurance system, bringing safety data into one system to improve insights of trends and better target areas of risk.

- We will develop improved arrangements to reduce the risk of fires in tunnels.

- We have brought occupational health services in-house, with 22 in-house clinics around the country to offer flexibility to meet the needs of our people.

Effectively control threats to railway security:

- Technology is central to our security plans, helping us to improve control of access to buildings and cyber security, and install AI-CCTV to identify and respond to risks quickly.

- We will increase patrolling, cameras and trembler alarms at key locations to prevent trespass and suicides.

- Work with British Transport Police (BTP) and industry will continue, for example through joint security training, and Eastern's plan to embed BTP in key railway locations.
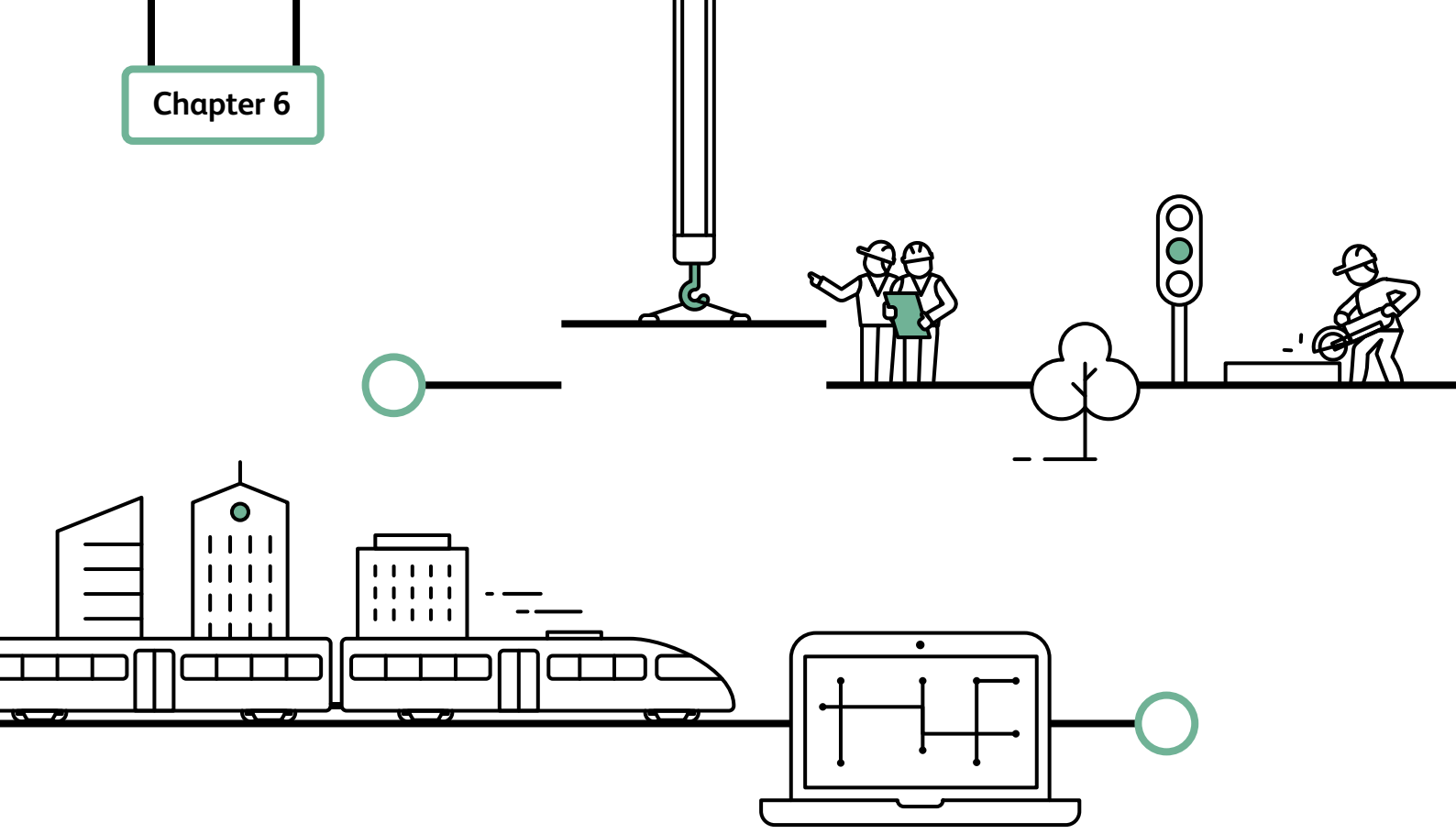
Train service delivery
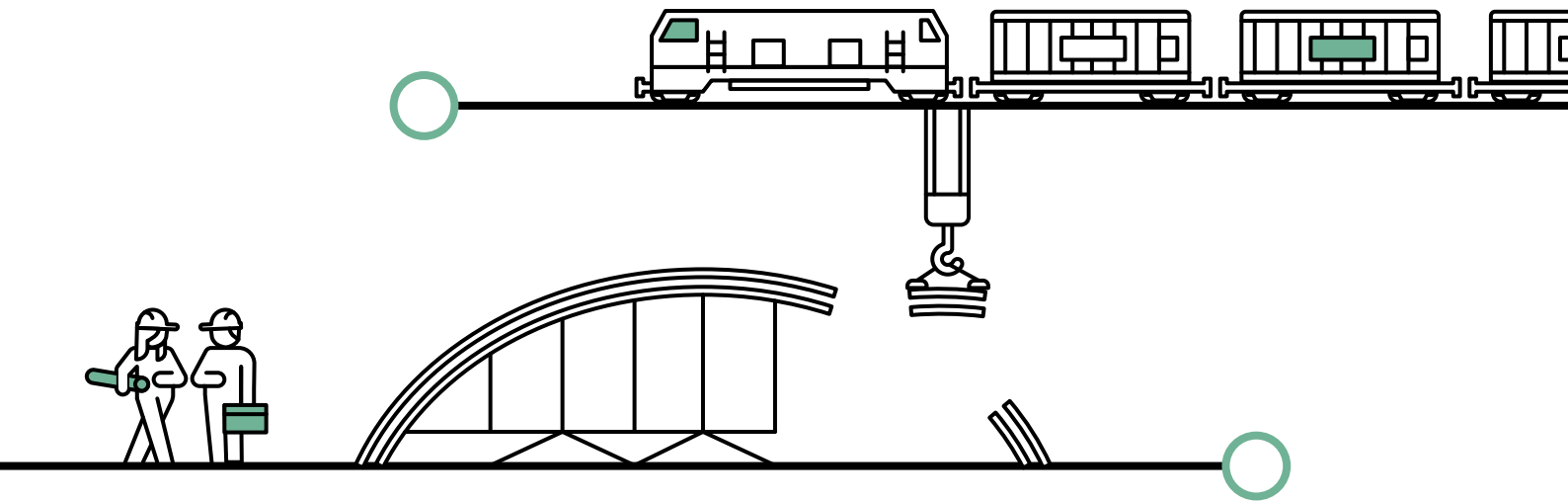
Train service delivery

Our ambition: Delivering reliable and punctual train services.

Getting people and goods to where they need to be is vital to supporting communities and economic growth across Great Britain. The past five years have taught us a lot about train service delivery, with dramatic changes in passenger and freight demand throughout and since the pandemic and the impact of extreme weather. Our plans for the next five years aim to deliver a good level of train service reliability and punctuality, and support freight growth.

Train performance is the result of lots of different factors that are difficult to forecast in detail (e.g. weather). ORR's final determination recognises the uncertainties and sets firm

passenger train performance targets for the first two years of CP7 and indicative targets for years 3-5. There will be a regulatory reset of the indicative targets during 2025/26, and we will work closely on this with ORR and the industry.

To deliver punctual and reliable services, whole-industry collaboration is essential and we will continue to work with operators through closer alignment of our planning and theirs (in particular the annual business planning process they have with DfT) and we will continue to agree joint performance strategies with train operators. Better collaboration will be unlocked by further rail reform.

Our key 2024-2029 train service delivery objectives and targets:

- Give passengers and freight users the highest levels of train performance possible
- Improve planning of the train service and engineering work to minimise disruption
- Minimise asset failures that affect the train service.

	CP6 exit[1] 2023/24	2024/25	2025/26	CP7 2026/27	2027/28	2028/29
Passenger On time[2, 3, 4]	66.6%	66.9%	66.9%	67.1%	67.1%	67.1%
Passenger Cancellations[3, 4]	3.7%	3.4%	3.3%	3.2%	3.2%	3.1%
Scotland Train Performance Measure[5]	89.8%	90.7%	91.2%	91.6%	92.5%	92.5%
Freight Cancellations	2.0%	1.4%	1.3%	1.3%	1.3%	1.3%
Freight Growth (cumulative)[6, 8]	-	1.5%	3.0%	4.5%	6.0%	7.5%
Composite Sustainability Index (CSI)[7, 8]	-					-2.5%

[1]CP6 exit positions are based on a forecast as at February 2024.
Please see next page for table notes.

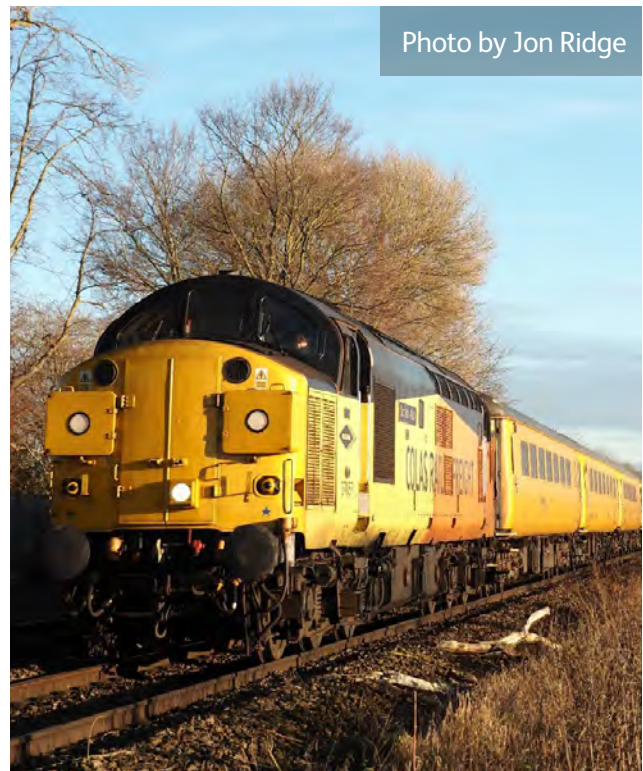# Our 2024-2029 train service delivery plans include:

Minimise asset failures that affect the train service:

- We are focusing renewals investment where the impact of asset failures would most impact passengers and freight, investing more in maintenance and enhancing remote infrastructure monitoring to predict and prevent asset failures that can cause delay.

- A step change in our approach to mitigating the impact of extreme weather and climate change on our network, targeting £2.8bn of investment to protect our most susceptible assets, in particular earthworks and drainage to support reliability.

- More lineside vegetation management to reduce safety risk and train service disruption.

- We will use technology to help us better understand how and when our assets are impacted by weather and inform operational decision making. For example, PRIMA and GUSTO tools[8] guide the imposition of speed restrictions during extreme rain and wind conditions and tilt meters alert us to earthworks movements. These tools will be used alongside research and analysis to continue to develop adaptation pathways strategies.

Improve planning of the train service and engineering work to minimise disruption:

- We will plan engineering work to reflect changing travel patterns and insight on how disruption affects our customers. Working with operators, we aim to use longer planned engineering windows in some cases, closing the railway for less time overall.

- The Access Planning Programme will replace the current system used to plan engineering work on the railway. This will give the 5,000 users of the system across the industry better data to optimise worksites and provide safety, time and cost benefits.

- We have set out a plan to make journey times faster in Scotland, in line with the Scottish Ministers' HLOS, and will work with our industry partners to deliver this.

- Systems and data programmes will provide improvements in timetable planning and train performance modelling for whole-industry performance improvement. We are also improving how we develop and deliver our timetable for customers in Scotland.

Photo by Jon Ridge

Give passengers and freight the highest levels of train performance possible:

- Digital signalling investment will allow us to develop ways to better use data to understand risks to performance and the optimal response. The first opportunity to take advantage of this will be on the East Coast Main Line.

- We have produced freight growth plans for each of our regions and the System Operator. These plans include investment in key freight corridors and optimising how we use train paths to support growth, as well as supporting freight reliability. For example, Eastern is targeting capacity opportunities to support new power station construction traffic. In North West & Central, the signalling system of Wembley Yard will be recontrolled during 2024/25, which will increase the reliability and performance of this important freight yard. Across the network we will continue to apply existing RA9/10 dispensations to support important Heavy Axle Weight traffic, and we will make investments in key structures to maintain dispensations.

- Our 21st Century Operations programme will continue to build the skills and capability of our operational communities and enable them in the response to incidents, with improved cross-industry working and better data and technology to manage and recover the service after delays.

- We will continue to identify and implement new solutions to improve train performance with operators. Our CP7 delivery plan includes a £43m industry performance innovation fund in England & Wales, and there is a £53m targeted performance fund in Scotland.

Photo by Joshua Pope-Lewis
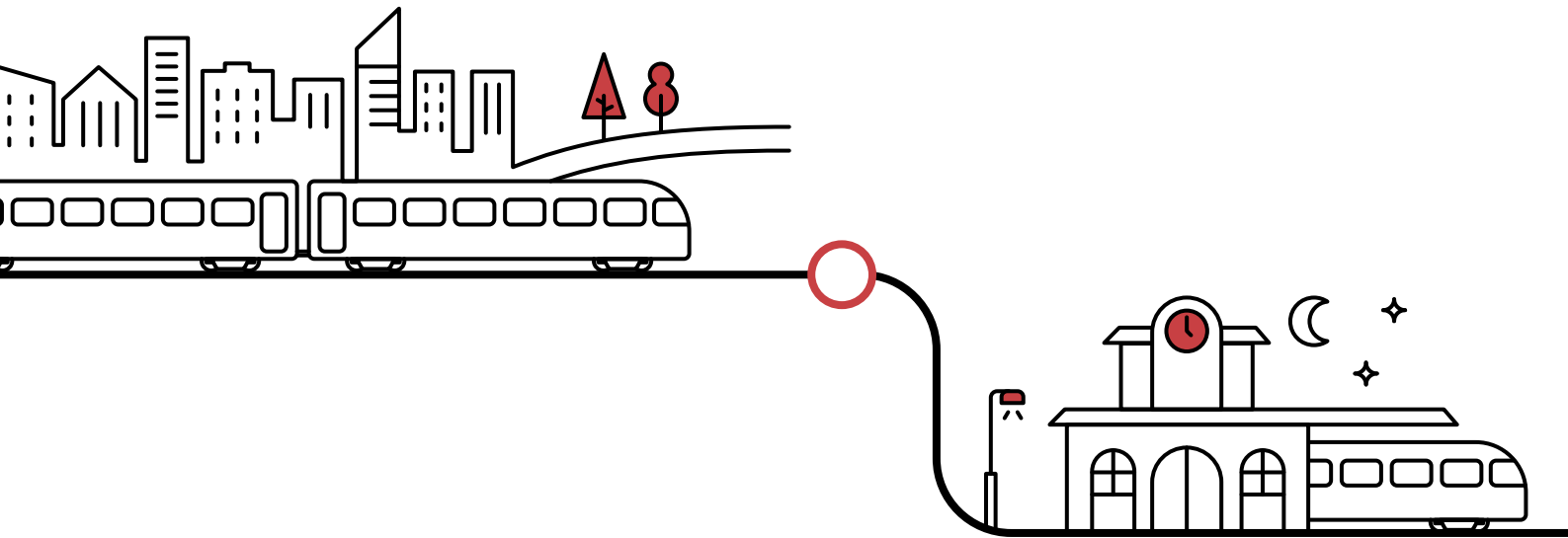
Customers & communities

Customers & communities

Our ambition: Dependable partner with customer service at the heart of everything we do.

The customers and communities we serve are central to our plans for 2024-2029. Delivering for our customers and communities goes beyond reliable and punctual train services. We aim to provide quality information, great customer servi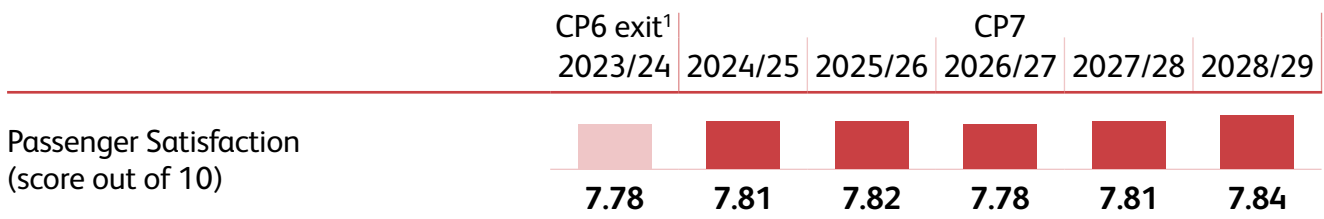ce and accessible facilities to our passengers, and to minimise the impact our work has on the millions of lineside neighbours we have. Rail reform will enable close working with operators to improve customer experience at stations and throughout their journeys.

Our key 2024-2029 customers & communities objectives and targets:

- Deliver inclusive and accessible services and facilities

- Embed customer-led thinking in current and future ways of working

- Drive, in collaboration with the whole industry, a sustained step-change in passenger information, particularly during disruption through co-leadership of the industry smarter information smarter journey (SISJ) programme

- Make stations safe, secure and sustainable places

- Improve relationships with our lineside neighbours.

	CP6 exit[1] 2023/24	CP7 2024/25	2025/26	2026/27	2027/28	2028/29
Passenger Satisfaction (score out of 10)	7.78	7.81	7.82	7.78	7.81	7.84

Our 2024-2029 customers & communities plans include:

Deliver inclusive and accessible services and facilities:

- Our plans and strategy take account of the diverse needs of our customers, because a more diverse, inclusive, and accessible railway benefits everyone. This will also deliver our duties as a Public Sector Body under the Equality Act 2010.

- Using our new diversity impact assessment tool, we will design all new station schemes and changes to existing stations to be compliant with the DfT Design of Accessible Stations Code of Practice and other relevant accessibility requirements. For example, Southern is installing more accessible changing places toilets at its biggest managed stations.

- A suite of new accessibility prioritisation tools and analysis using DfT's station audit data set will help us understand and make informed choices between different types of accessibility improvement.

- We are committed to providing 'turn-up-and-go' passenger assistance at the stations that we manage, which are some of Britain's busiest and biggest, through continued staff training and improved processes, including better collaboration with operators.

- We will implement improved response times when there are faults with lifts and escalators at critical locations in our stations.

[1]CP6 exit positions are based on a forecast as at February 2024.

Embed customer-led thinking in current and future ways of working:

- Continual service skills training is part of our training plan for our people, to embed a great service philosophy. Scotland's Railway will continue its successful Customer Service Academy (delivered jointly with ScotRail) to help our people develop essential skills to put service at the heart of everything they do.

- Service and cultural change programmes are established in regions and functions, leveraging accredited customer service training that has been tested across the industry and can be accessed by all of our people in Network Rail.

Drive a sustained step-change in passenger information, particularly during disruption:

- Network Rail will play a leading role in the delivery of the industry customer information strategy to provide passengers with better information about the station, their planned journey and the train they are travelling on, including the impact of disruption.

- Our plans include investment in new customer information screens and equipment at our managed stations.

- We will improve how we bring together people and information to manage station operations and service disruption better for customers. Rail reform offers more opportunity for whole industry working at stations providing better, more efficient overall service for customers.

Make stations safe, secure and support sustainable local communities:

- Our strategy for retail at stations focuses on local needs and providing exciting retail opportunities. For example, North West & Central's retail strategy complements a shift in the way people work, travel, and use our stations, making stations destinations of choice throughout passengers' journeys.

- We are investing in CCTV across our stations portfolio to improve safety and security.

- We are changing signage at some of our stations so passengers can find their way around more quickly and safely.

- We will reduce our environmental impact at stations through new energy efficient lighting, updated heating and ventilation and changes to building controls. Across our regions we will also install more electric vehicle charging points at managed stations.

Improve relationships with our lineside neighbours:

- We will improve the process to notify our lineside neighbours of engineering works that may be noisy and late at night with a digital notification option.

- Our 24/7, 365 days a year contact centre allows our neighbours to contact us whenever they need information, or to let us know if something's wrong. From April 2024, we will offer live WhatsApp and Facebook messenger services.
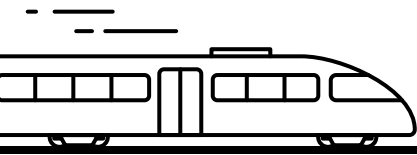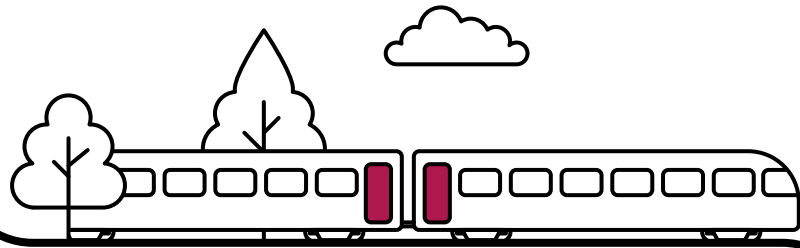
Efficiency
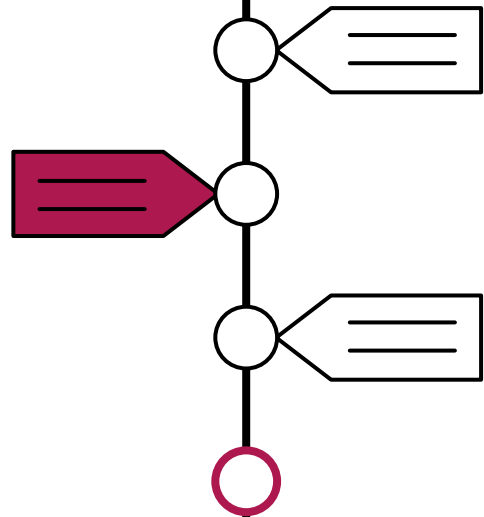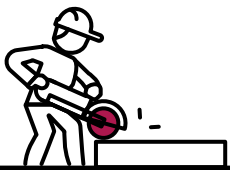
Efficiency

Our ambition: Run a safe, reliable and efficient railway.

Focusing our investment on what customers and wider society value most, and delivering work in the most efficient way is fundamental to the financial sustainability of the railway.

Our plans build on best practice from the past five years and drive innovative solutions to reduce costs. We have set ourselves ambitious efficiency targets, building on the success of CP6.

Our key 2024-2029 efficiency objectives and targets:

- 15 % efficiency on our capital expenditure (savings of c. £2.5bn in CP7)[1,2]
- 10 % efficiency on our operational expenditure (savings of c. £1.5bn in CP7)[1,2]
- Work with industry partners to make the best financial decisions for the whole industry.

	CP6 exit[3] 2023/24	CP7 2024/25	2025/26	2026/27	2027/28	2028/29
Operational expenditure efficiency (£m)	-	95	195	303	389	471
Capital expenditure efficiency (£m)	-	168	394	527	631	736
Financial Performance Measure (FPM)	-	£0	£0	£0	£0	£0

Our 2024-2029 efficiency plans include:

15% efficiency on our capital expenditure:

- We are transforming our capital works delivery capability through our Project SPEED (Swift, Pragmatic and Efficient Enhancement Delivery) and PACE (Project Acceleration in a Controlled Environment) principles. These cut the time and cost of delivery of renewals and enhancements with the right tools and mindset to drive £178m of efficiency.

- Improving our contracting strategies will enable us to drive £717m of efficiencies through our supply chain.

- We expect to deliver £215m of efficiency through reform of our technical standards to make sure requirements are appropriate for what we need to deliver, to reduce complexity that can add unnecessary cost to running the railway while maintaining safety.

- We will apply 'high-street principles' which involves the effective and efficient use of 'non-rail' contractors for works that do not directly affect our infrastructure, particularly in our buildings. For example, installing Zero Emission Vehicle (ZEV) chargers at our workplaces away from the operational railway can be delivered by non-rail contractors, saving money and reducing constraints.

[1] In real prices (i.e. 2023/24), we plan to deliver £1.3bn in operational efficiencies and £2.3bn in capital efficiencies.

[2] Amounts do not sum to £3.9bn (which is our planned total CP7 efficiency) due to rounding.

[3] Our CP7 targets underpinning our efficiency strategic theme are based on movement from CP6 exit as the baseline, so the CP6 exit is referred to as '-' or '0' for target setting purposes.

- Smarter and more efficient ways of working with our supply chain will enable deeper alliances to drive win-win commercial relationships. Better workbank planning and synergies are expected to deliver £238m of efficiency. For example, Southern region is moving to a new delivery model. The Southern Renewals Enterprise is a fundamentally different way of delivering renewals which will allow Network Rail teams to work even more closely with delivery partners and the supply chain to make sure that we are aligned and incentivised to deliver efficiency objectives.

- We are applying minimum viable product (MVP) principles to our work, which means we plan to deliver the lowest cost and specification solution that still delivers the outcomes customers need. Examples include station roof work at York and Newcastle in our Eastern region. Scotland's Railway identified additional c.£21m of cost savings through further applying MVP principles to its CP7 renewals workbank (in relation to track, signalling and buildings), targeting routes with greatest variance in revenue to investment.

10% efficiency on our operational expenditure:

- We are continuing to modernise our approach to delivering maintenance work on the network. We have introduced better, safer ways of working, only sending the right number of people with the right skills, to do the right work at the right time – safely.

- Network-wide functions will limit consultancy expenditure and other bought-in services.

Work with industry partners to make the best financial decisions for the whole industry:

- Making the most of closer collaboration across the industry, we will make more cost-effective use of the network and drive around £346m of efficiency through improved engineering access planning. Eastern region trialled one example of this in CP6, working with train operators to enable mid-week blockades, reflecting changing travel patterns, minimising the impact on passengers while allowing more work to be done, increasing productivity and reducing cost. Wales & Western is seeking to optimise access windows across renewals and enhancements, identifying opportunities to align access requirements with HS2's station construction requirements at Old Oak Common.

- Whole industry working will enable more efficient operations at managed stations and control centres. For example, integrating station teams will bring together Network Rail and train operator teams in some managed stations to reduce duplication, driving efficiency and a more consistent passenger experience.

- We are developing workplace plans to rationalise our office environments to respond to how our teams work, providing agile and collaborative spaces. North West & Central region is seeking to work with industry partners to collaborate on combined needs in aligned geographies to extend efficiency savings and opportunities.
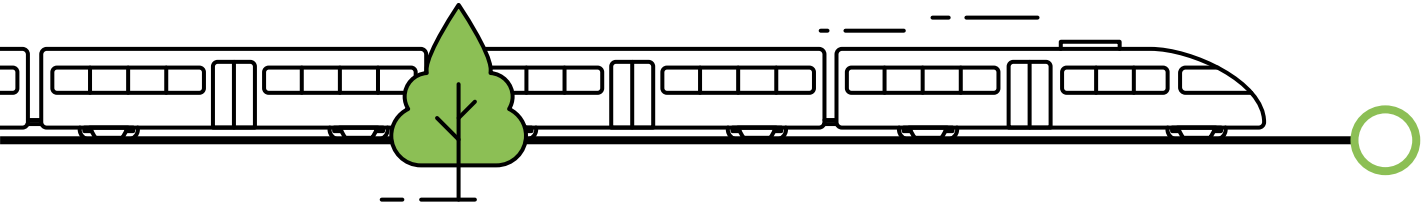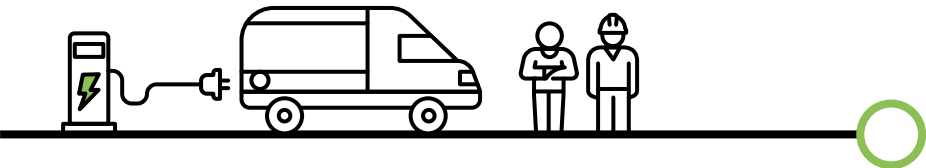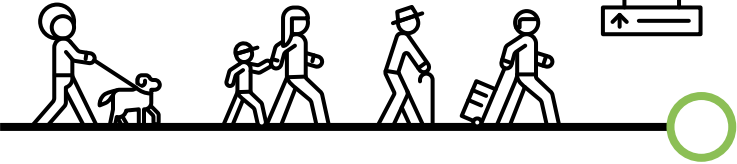
Sustainable growth
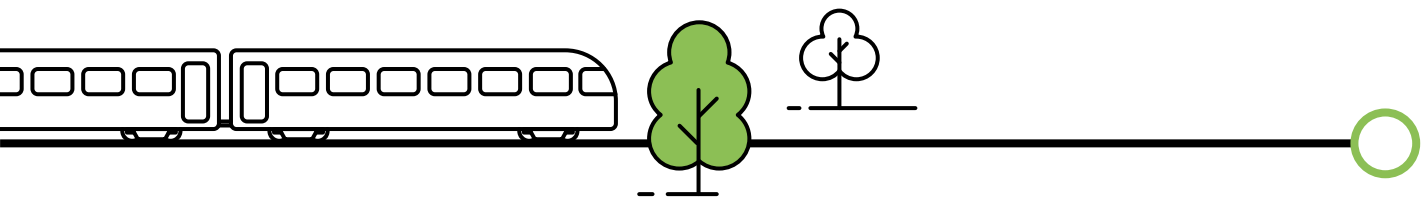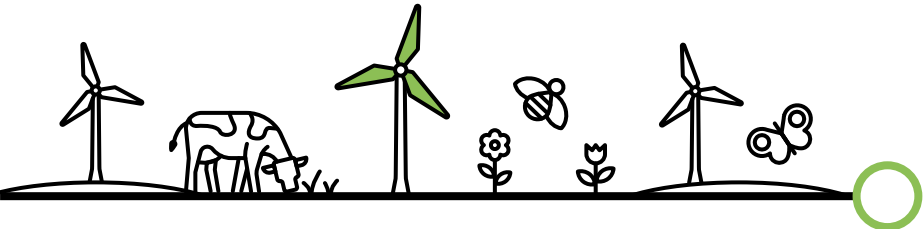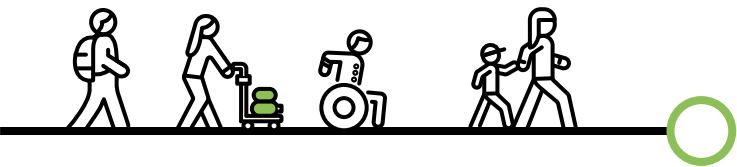
Sustainable growth

Our ambition: To serve the nation with the cleanest, greenest mass transport.

Rail can move millions of people quickly and cleanly in both urban and rural areas. Rail freight can move huge loads with a fraction of the environmental impact of road transport, whilst relieving road congestion. Our 2024-2029 plans build on these strengths with improvements to carbon emissions and biodiversity across our network, as well as supporting modal-shift through growth in passenger and freight usage. At the same time, climate change is having an undeniable impact on our infrastructure.

Our plans tackle this challenge to make our assets more resilient. Delivery of our environment and sustainability commitments will also enable us to support the DfT with the delivery of its targets within the UK government's Environmental Improvement Plan, and in Scotland our plans support delivery of the Scottish government's strategic objective to achieve net zero, adapt to climate change and provide greater network resilience.

Our key 2024-2029 sustainable growth objectives and targets:

- Reduce carbon emissions
- Prepare the railway infrastructure to minimise the impacts of climate change
- Deliver a net gain in biodiversity
- Improve air quality
- Minimise waste and use of materials.

	CP6 exit[1] 2023/24	CP7				
		2024/25	2025/26	2026/27	2027/28	2028/29
Scope 1 & 2 carbon reduction (CP7 change % pts compared to CP7 start point).	-26.7%	-2.0%	-5.0%	-9.0%	-14.0%	-20.5%
Biodiversity units net gain	-	0.2%	1.2%	2.2%	3.2%	4.2%
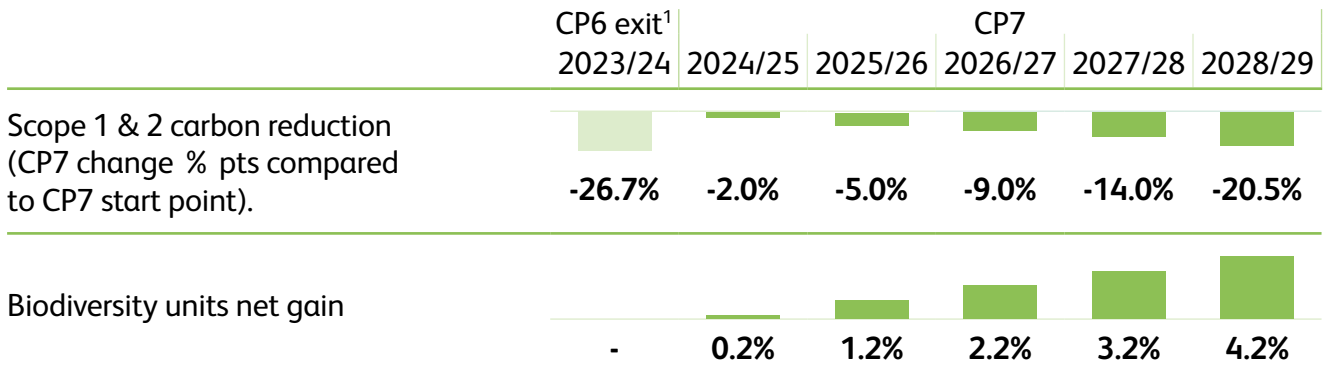
Our 2024-2029 sustainable growth plans include:

Reduce carbon emissions:

- We will begin transitioning our road fleet to zero emissions vehicles and invest in charging infrastructure for our staff and for passengers at our managed stations.
- Corporate power purchase agreements will enable us to buy clean energy directly from suppliers and we will invest in our buildings, such as greener energy and solar panels.

- Eastern region is piloting a behavioural approach to energy and carbon, encouraging teams to take ownership of performance at their local workplace and identify solutions that cover heating, lighting, building fabric and opportunities for renewable energy.
- We are developing whole life infrastructure carbon monitoring tools, data quality improvements and plans to begin reporting from the start of 2025/26.

[1]CP6 exit positions are based on a forecast as at February 2024.

Prepare the railway infrastructure to minimise the impacts of climate change:

- We will invest £2.8bn in improving the resilience of our assets to extreme weather events in CP7, including track assets to reduce the risk of heat-related track-buckling, drainage to reduce flooding (including additional regional drainage resource) and earthworks to reduce the risk of landslips.

- We will continue research and development on weather resilience and climate change adaptation to gain a better understanding of the vulnerabilities of our network and support our engineering and operational decisions.

- Our WRTF will support updates to our operating processes and should enable us to apply weather interventions and operational changes in specific high-risk areas rather than across a whole area of the network so that we avoid unnecessarily disrupting passengers (e.g. by avoiding a blanket temporary speed restriction).

Deliver a net gain in biodiversity:

- We will continue the move away from just clearing vegetation on our lineside, to assessing, maintaining and enhancing the life on our land, while still tackling risks like falling trees. For example, Southern will create dedicated Railway Nature Sites and nature-based partnerships to promote nature connectivity.

- We will build habitat management plans and increase the capability of our people to understand how to plan work differently to protect and enhance biodiversity.

Improve air quality:

- Improving air quality will be a whole-industry effort, so throughout the next five years we will also continue to work closely with operators, rolling stock companies, our supply chain, and others to make improvements on worksites, stations and lineside.

- While much of air quality at stations is outside of our control (e.g. diesel trains in operators' rolling stock), we will use insight from data to make infrastructure and operational improvements, such as ventilation systems and train stopping positions.

Minimise waste and use of materials:

- We are developing new monitoring approaches to provide better insight on the amount of materials we re-use and recycle, which we expect to start reporting in 2024/25.

- We will invest in circular economy principles to reuse, repurpose or redeploy surplus resources, minimise use of resources and design out waste.

Maximising positive outcomes for our people, passengers and communities:

- Regions have worked with local communities to continue to build social value through their CP7 plans. We are currently finalising the refresh of our sustainability strategy to reflect our approach to optimising the social value of rail infrastructure.

- We will embed the use of the Rail Social Value Tool so that we can make management decisions that better consider the impacts of rail on our people, passengers and communities.
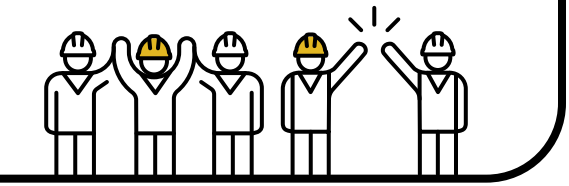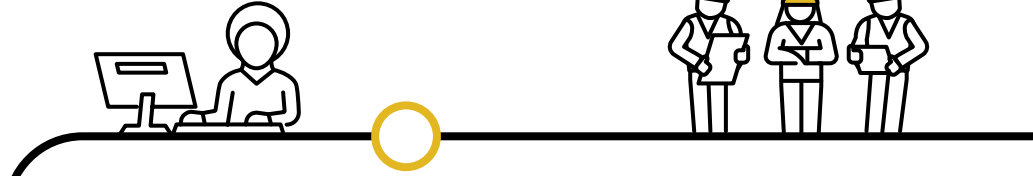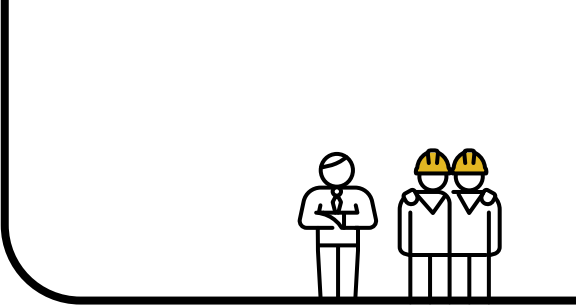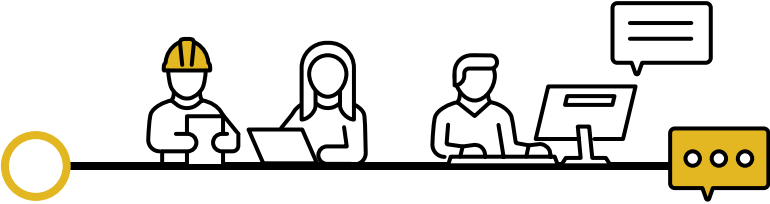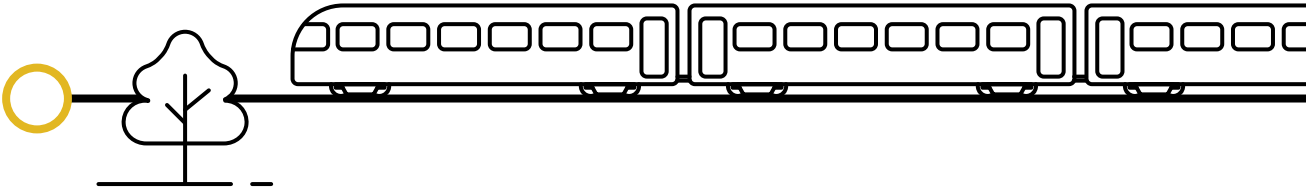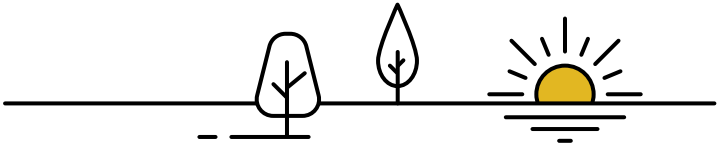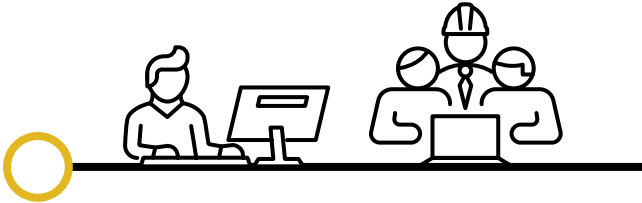
People

People

Our ambition: Become a high performing, service-led organisation.

As we look towards CP7 we want to build on CP6 and deliver transformation to become a high performing, service-led organisation.

We will create better work through continuous improvement of how we do things, with better relationships for a better future for our industry.

Our key 2024-2029 people objectives and targets:

- Enable a great employee experience through an engaging, safe and inclusive culture where everyone feels valued, safe, and able to realise their potential

- Right people, right place, right time with a talented, appropriately trained, diverse workforce

- Great leadership, by developing, empowering and enabling our leaders

- Better work through continuous improvement in a modern and flexible organisation.

	CP6 exit[1] 2023/24	CP7 2024/25	CP7 2025/26	CP7 2026/27	CP7 2027/28	CP7 2028/29
Employee Engagement	49%	50%	51%	52%	52%	52%
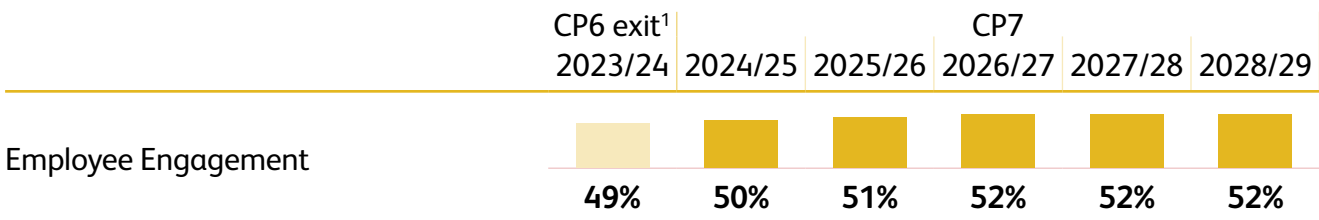
Our 2024-2029 people plans include:

Enable a great employee experience through an engaging, safe and inclusive culture:

- Our new equity, diversity and inclusion strategy will focus on removing barriers within our culture and processes that prevent people accessing what they need to realise their full potential. Our plans will also deliver our duties as a Public Sector Body under the Equality Act 2010, not because we must fulfil these, but because it is the right thing to do.

- We will review and update our rewards and benefits package to reflect a competitive market and aligned to our business priorities. More widely, we will continue to recognise local talent, for example Southern region will continue with instant recognitions, route awards and going the extra mile awards.

- We will provide upgraded functionality in people systems to provide a better service to all our people, including simpler absence reporting so we can provide support to line managers and employees earlier to reduce sickness.

- Scotland's Railway is creating an agile working culture to support their new organisational design and structure.

[1]CP6 exit positions are based on a forecast as at February 2024.

Right people, right place, right time:

- We will implement strategic workforce plans for a strong pipeline of talent and industry resilience. We will work with industry to anticipate and meet the future critical skills needs of the workforce. This will be supported by a programme to manage risks around skills development, attraction and retention.

- We will implement a competence management system so our people can work safely and effectively, supported by a refreshed policy and standards and locally controlled training and development.

- We will introduce a simplified approach to mandatory training for our people that is tailored to individual roles rather than one size fits all.

- We will increase the number of apprentices, graduates, and placements for year in industry students, including leading the industry in the development and implementation of industry-wide apprenticeships.

- We will continue to reskill and deliver STEM engagement and early careers commitments so we have a strong pipeline of critical industry skills.

Great leadership:

- We will develop our talent strategies through regional talent review forums, succession plans for critical roles and building industry career pathways.

- We will develop training package options for professional skills and technical training as well as continuing higher education to benefit individuals, teams, and the industry.

- Alongside the network-wide initiatives, regions are developing tailored approaches to developing leadership locally. For example, Eastern region is developing its own regional leadership strategy to identify gaps and deliver local solutions for safety and performance leadership.

Better work from continuous improvement:

- We will reduce the hassles and frustrations of our people that stem from poorly designed work processes by improving how effective our local leaders are, designing work so it is more efficient and leveraging technology to improve how we do things.

- We will continue the modernisation of Network Rail management and maintenance, with reviews of our environment, capability and structure so that we have a fully skilled workforce with a high performing management structure.

- We will work with our local front line teams to build a model delivery unit (responsible for maintaining parts of our network) by identifying how all aspects of the unit can be systematically improved. Model delivery units in each route will reflect local needs, creating collaborative relationships with our people, trade unions and industry partners.

- Our HR function will support the future design and readiness for Great British Railways, noting the current status of reform. We will work with GBRTT to identify what would be beneficial to take forward, and design and deliver cultural transformation for reform.

Key components of our CP7 delivery plan: expenditure

Overview

Figure 11.1 summarises the key areas of expenditure within our CP7 delivery plan.

Figure 11.1: Planned CP7 expenditure and description of the key components of our plan.

Area of our plan

Operations Planned expenditure **£4.4bn**	Operations covers everything from our station staff who run our major stations, controllers who make decisions about how to deliver the best train service for customers and lead our response to severe weather, and signallers who are responsible for the safe and effective movement of trains and enabling of maintenance colleagues' access to the railway. There are also Mobile Operations Managers (MOMs) who primarily lead the response to incidents, controlling operations on the ground.
Support Planned expenditure **£5.3bn**	Our support activities include work undertaken by our network-wide functions, including Route Services, Technical Authority, System Operator and our corporate services (HR, communications and finance). Some support activities are also, in part, devolved to our regions (e.g. HR and comms).
Maintenance Planned expenditure **£12.6bn**	Maintenance is the day-to-day upkeep of the network and is critical to keeping the railway safe whilst supporting a punctual and reliable train service. There are two types of maintenance: • Planned preventative maintenance – performed regularly to monitor the status or the condition of railway assets (e.g. inspections) and intervening to reduce the likelihood of the asset failing and causing disruption to the network. • Reactive maintenance – a task that arises during the day-to-day operation of the railway.
Renewals Planned expenditure **£19.3bn**	There are two key elements of our renewals expenditure: • Core asset renewals – the replacement or life extension of our core assets (e.g. track, structures, drainage) when they have reached the end of their working life, are obsolete, or have degraded to a state where safe operation and reliable performance can no longer be realised. • Other capital expenditure – predominantly comprises our key national programmes including Research Development & Innovation (RD&I) and Electrical Safety Delivery (ESD).
Industry costs and rates Planned expenditure **£2.0bn**	Our CP7 delivery plan includes forecast industry costs and rates, which includes property (Cumulo) business rates, ORR, and Rail Safety and Standards Board (RSSB) costs. These costs are largely outside of Network Rail's control.

Further information on the planned expenditure areas are described below.

Operations

Operations is at the core of our day-to-day activities and where all the component parts come together to deliver our customers' needs – safely and effectively running around 22,000 passenger and freight services across the network each day. In CP7, we expect to spend £4.4bn on our operational activities. Our national priorities for operations are:

- **People:** Focusing on continuing to enhance the capability of our people across our operational activities. This includes further developing our competence management frameworks to deliver better safety and performance outcomes in CP7.

  We plan to professionalise operational roles and develop our resourcing approach, in particular through the implementation of a clear strategic workforce plan which builds on the progress made in CP6. We will also continue to develop our assessor capability, with our competence assessments focused on what people can do, rather than what they can remember or quote from the rule book.

  We are also investing £15m in our 21st Century Operations programme which is a portfolio of initiatives designed to continue to build and develop the skills and capability of those working in operational roles through CP7. Further information is available in Chapter 13.

- **Process:** The way we operate the network will vary across the country reflecting local variances (e.g. weather, service frequency, passenger numbers). Therefore, we will apply locally appropriate standards and processes when operating the network, reflective of all the variances in system and geography we operate. We will also continue to refine our response (linked critically with technology adoption) to severe weather to ensure we are striking the right balance with consideration of the whole system risk.

- **Technology improvements:** We will deploy and embed new technologies which transform the way we undertake operational activities in CP7. From new training technology with the latest signalling simulators and virtual reality facilities for training our responders, to the expansion of traffic management across Anglia, Wales & Western as well as the deployment of a new traffic management system on the East Coast Main Line, maximising the benefits of European Train Control System (ETCS).

Operations facts:

Operations is crucially about people who require an increasingly diverse range of skills to meet changing needs. To operate the network, Network Rail employs around:

- **4,500 signallers** – enabling trains to move around safely, keeping Britain moving.

- **1,200 Network Rail station staff** – covering security, customer service and management of our direct interface with passengers.

- **750 mobile operations managers** – key staff who lead our response to incidents.

- **600 controllers** – who oversee the effective delivery and performance of the network in real-time.

- **200 electrical control room operators (ECROs)** – who manage the power supply to our electrified railway.

Support

Our network-wide functions continue to provide overall support across the business, with some activities devolved to our regions. Most of our support costs are business as usual activities, including HR, communications, finance and property management.

It also includes key activities provided by our Route Services and Technical Authority network-wide functions, including the provision of corporate services such as IT and telecoms as well as the technical support provided to our regions and network-wide functions on asset management activities and standards.

Our plans take account of the savings achieved through our management modernisation programme in CP6, which involved a review of our management structure to make our business more affordable and effective. Our support plans also include £378m of efficiencies across regions (£182m) and functions (£196m). This includes commercial efficiencies from joint property strategies (e.g. accommodation sharing) and improved contracting strategies (e.g. benefits on re-tendering of contracts).

We will continue to closely control the headcount and expenditure of support functions to ensure that they are lean, and provide value to our regions and delivery teams in our routes.

Asset management – maintenance and renewals

Our asset management plans comprise our planned maintenance and renewals activities in CP7, with both activities intrinsically linked. Our plans also make provision for reactive asset management activity. In light of the tight funding settlement, we have identified opportunities to reduce our core asset renewals expenditure in CP7. This includes obtaining further life from our assets over CP7 through increased minor works and maintenance activity (a 6% or £634m increase in regional maintenance activity compared to CP6 on a pre-efficient basis in 2023/24 prices).

Our CP7 plan also includes further implementation of new technologies which will enable us to make more informed and proactive decisions about maintaining and operating the railway. This includes further development of tools which provide real time insights to our front line staff through our Intelligent Infrastructure (II) programme, as well as transforming the way we use train-borne technology to provide trusted, safety critical infrastructure data through our Infrastructure Monitoring (IM) programme. Further information on our II and IM programmes is provided in Chapter 13.

As discussed in chapter 5, we have developed a safety bow-tie risk assessment framework which assesses the impact and mitigations of a shift in the risk profile resulting from the lower planned level of renewals during the control period. To date, this approach has been used to assess our asset management plans for earthworks, structures and track assets.

As we enter CP7, we intend to apply the same approach to other asset categories. The development of the safety bow-tie risk assessment complements our existing and well-established safety risk management approach and will continue to be further embedded into our business-as-usual management processes over the next five years.

We provide further information on our maintenance and renewals plans, below.

Renewals

Renewals form a significant part of our CP7 plan, £19.3bn out of £45.4bn of funding. Our core asset renewals workbanks are developed in accordance with regions' asset management strategies and overarching policies, as well as national and regional standards.

Further information on our key national programmes which form the majority of our other capital expenditure is set out in Chapter 13. Figure 11.2, below, provides a breakdown of core renewals spend by asset type (which does not include other capital expenditure).

Figure 11.2: Breakdown of planned core renewals expenditure in CP7

Track £4.1bn

Signalling £3.2bn

Structures £2.2bn

Electrification & Fixed Plant £1.8bn

Earthworks £1.5bn

Buildings £1.5bn

Telecoms £0.8bn

Drainage £0.6bn

Level Crossings £0.5bn

Off track £0.3bn
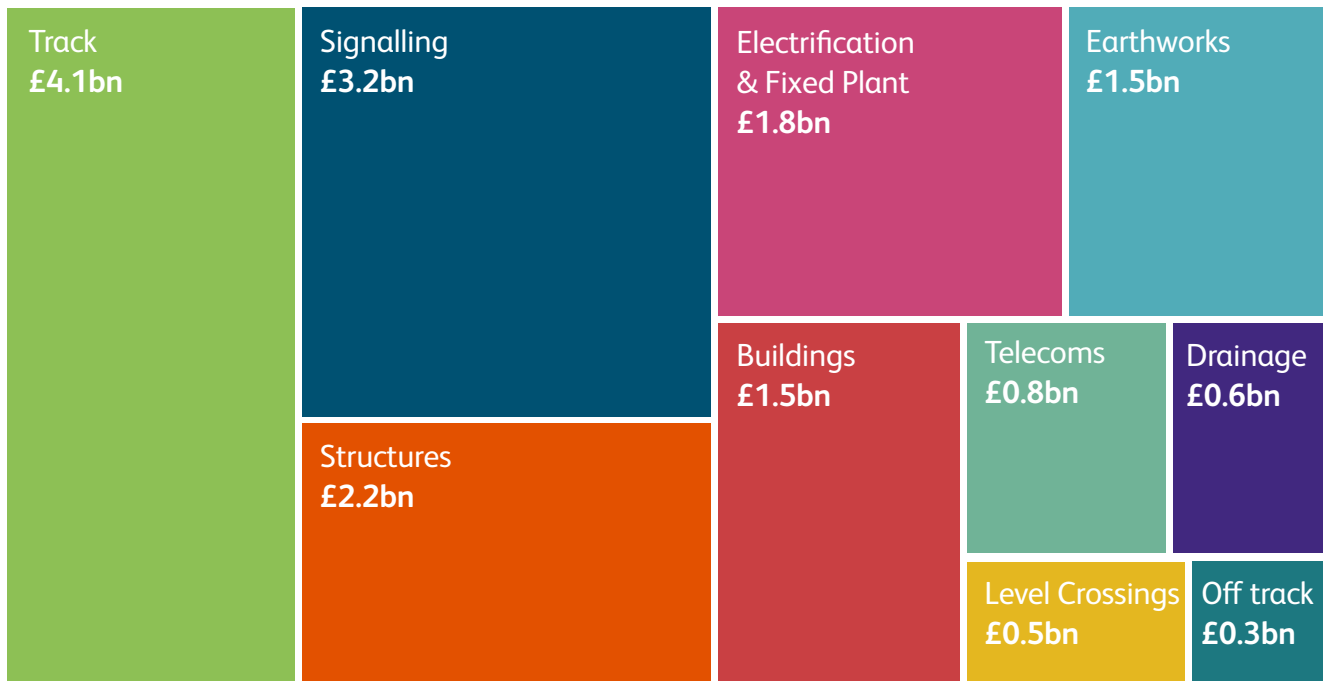
Market-led and whole-industry planning

To balance our priorities and the funding available (which includes the impact of inflation on our plans), where appropriate, we have sought to take a market-led and whole-industry approach to developing our plans for the next five years. As part of this approach, we have challenged our asset management intervention approaches to select the right type of work for the local geographic area or line of route, and have reprioritised some activity.

There are various examples across regions' plans including in Southern where two major switch & crossing renewals at Salisbury and Brockenhurst have been changed to heavy refurbishments saving over £10m. Our Wales & Western region has changed its approach to track work interventions in some areas which results in savings of around £20m over CP7.

Ongoing development of our market-led approach will continue into CP7, focused on sharing best practice across regions as well as further embedding the concept, developing analysis and working with stakeholders to deliver a lower cost railway that delivers for customers, stakeholders and the taxpayer.

Whole-industry planning involves working with our customers and stakeholders, in particular train and freight operators, to develop aligned strategies and plans that better enable us to deliver our funders' and wider stakeholders' priorities for rail within the funding available.

Current initiatives include:

- Joint safety and performance strategies.

- Shared accommodation (for example our Eastern region and Northern and Transpennine Express now share offices in York and our Eastern region also now shares offices with London North Eastern Railway (LNER) in London).

- One team working at our managed stations, improving customer experience.

- Opportunities to trial innovative engineering access approaches which provide us with the access to undertake essential maintenance and renewals work on the network at different times, in light of changing customer demand since the pandemic.

- We will also improve how we manage, maintain and specify gauge requirements across Scotland's Railway, using two new Scottish composite gauges, to reduce net costs across the industry.

There may also be further opportunities identified during CP7 and we are committed to exploring these with our customers and stakeholders. Realising this opportunity will hinge on a whole industry approach to planning and delivery, as well as broader industry, government and regulatory support.

Long-term asset sustainability

Reflecting the way we have had to prioritise and allocate available funding to develop our CP7 plans, we do expect a decrease in asset reliability in CP7, which is recognised by ORR in its final determination.

Our modelling indicates that average asset age will increase, and that by the end of CP7, compared to the start, there will be a forecast reduction of 2.5 % in the Composite Sustainability Index (CSI) which measures the long-term sustainability of the infrastructure.

The longer-term implications for asset sustainability will be considered as part of our planning and engagement with ORR and our funders for CP8.

Maintenance

We have continual, comprehensive programmes to inspect our assets, either in person or through remote (lineside or train-borne) monitoring systems, and intervene, when necessary, by undertaking maintenance activity – both proactive and reactive.

Our regions and routes are accountable for the planning and delivery of maintenance activities. They are supported by our Technical Authority which has responsibility for setting the company policy and developing the processes, standards and procedures, decision support tools and monitoring technology for maintenance. Route Services also provides support to maintenance activity.

In CP7, we are increasing our regional maintenance expenditure by 6 % compared to CP6 (on a pre-efficient basis) as part of our overall asset management plan. As well as being reflective of the level of renewals activity we expect to undertake over the control period, there are a number of other factors that are driving an increase in maintenance expenditure in CP7, including:

- **Resilience to extreme weather and climate change**: We have increased our drainage maintenance interventions in line with the recommendations from the Rail Accident Investigation Branch (RAIB), Lord Robert Mair and Dame Julia Slingo reviews following the tragic derailment of a passenger train at Carmont in Scotland in August 2020. The intention is to deliver a safer and more reliable railway by reducing drainage related earthworks failures and flooding events. Regions have developed detailed weather resilience and climate change adaptation plans and our regions are employing additional staff to grow the resource that works on drainage management.

- **Increased vegetation management, including the impact of ash dieback**: We are planning more effective and efficient treatment of lineside habitats, including managing vegetation for signal sighting, overhead line clearance, leaf fall, biodiversity and earthworks stability.

- **Maintenance costs associated with enhancements**: Our CP7 plan includes maintenance activity to support new assets delivered through CP6 and CP7 enhancement schemes, including those delivered as part of the Transpennine Route Upgrade (TRU), Midland Main Line electrification and East West Rail.

# Industry costs, rates and traction electricity

Industry costs and rates

Our CP7 delivery plan includes £2.0bn of expenditure on industry costs and rates. This comprises several areas of spend, including:

- **Cumulo rates:** These are non-domestic business rates that we are obliged by law to pay on our rateable assets, which are forecast to be £1.8bn in CP7.

- **ORR economic and safety levy:** We contribute to the costs of ORR and in CP7 expect to pay £141m to cover the economic and safety regulation of Network Rail. ORR fees are outside of our control as they are set as part of a separate budgeting process with government, although we do engage with ORR and support it becoming more efficient in their role, to help reduce the running cost of the railway.

- **Rail Safety and Standards Board (RSSB) costs:** We contribute to the costs of RSSB, which is a cross industry independent safety organisation. In CP7, we expect to pay RSSB £78m. Similar to ORR fees, we do not have control over its budget although we have a seat on RSSB's board and do engage in the budget setting process.

- **Rail Delivery Group (RDG) costs:** We contribute to the costs of RDG, which is a membership organisation that works on behalf of the rail industry. In CP7, we expect to pay RDG £19m.

Traction electricity

We buy electricity on behalf of operators and then off-charge the costs to them. Our CP7 plan assumes that Electricity for Traction (EC4T) costs of £4.3bn are offset in full by EC4T charging income from operators. Any variance from the EC4T forecast in our CP7 plan will be passed through to operators and, therefore, we will not be exposed to movements in EC4T costs during CP7.
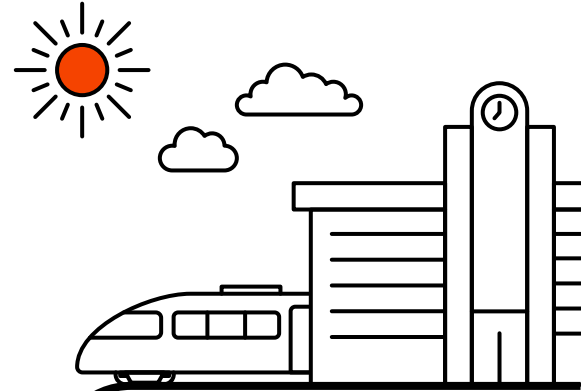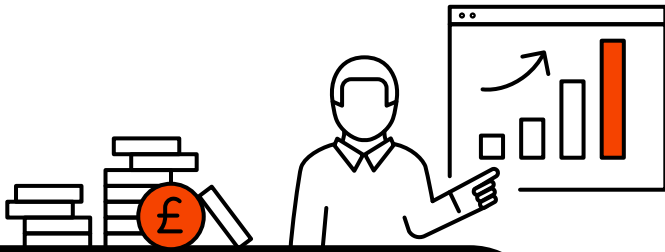
Key components
of our CP7 delivery plan:
income
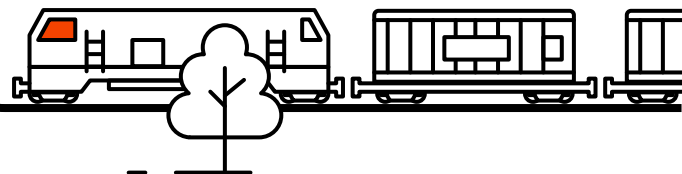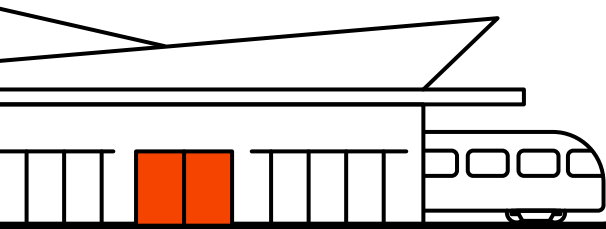
Key components of our CP7 delivery plan: income

We receive around two thirds of our income in grants from government. Our income is also made up of charges that train operators (passenger and freight) pay for access to the rail network and commercial income from our property assets, such as rental income at our managed stations.
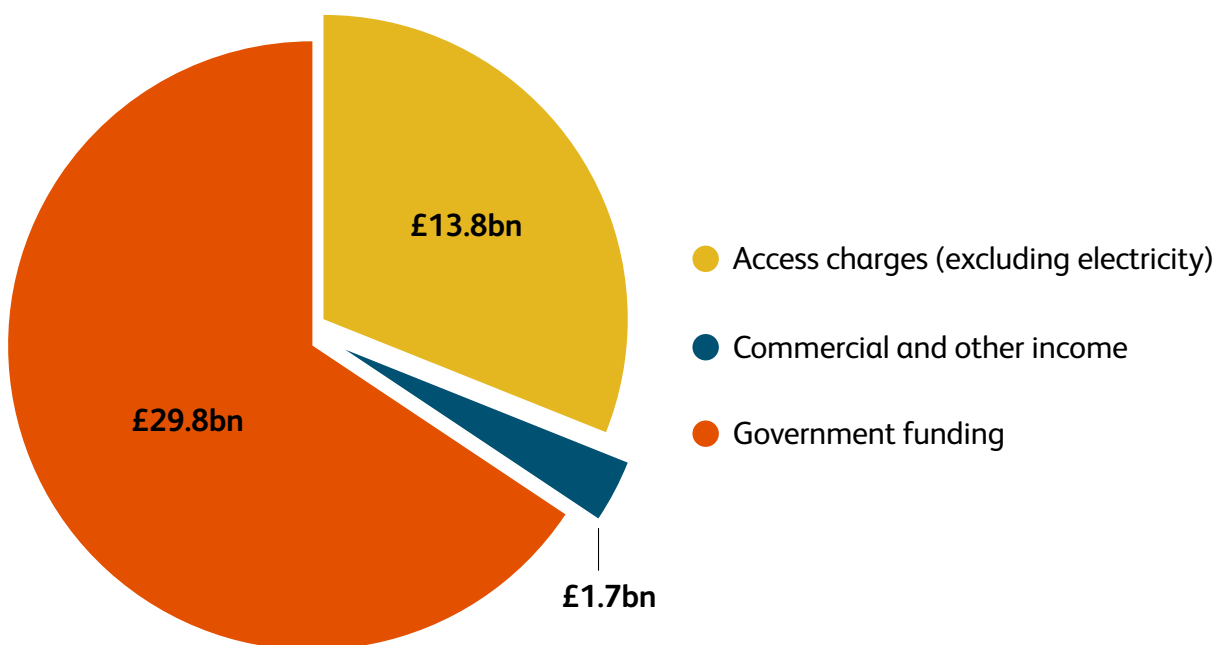
Our access charge income forecast (£13.8bn) is based on the charges that have been approved by ORR for the next five years, following extensive industry consultation as part of the periodic review process.

The commercial income we generate helps to reduce the funding we need from passenger and freight train operators and government. Our forecast of this income (£1.7bn) has been reviewed and challenged by ORR.

It includes stretching targets to grow our retail income and deliver significant property sales over the next five years.

We have agreed five-year grant agreements with the DfT (£27.5bn) and Transport Scotland (£2.3bn) that contribute to the support, operation, maintenance and renewal of the network.

Figure 11.3: Breakdown of income

- £13.8bn — Access charges (excluding electricity)
- £1.7bn — Commercial and other income
- £29.8bn — Government funding
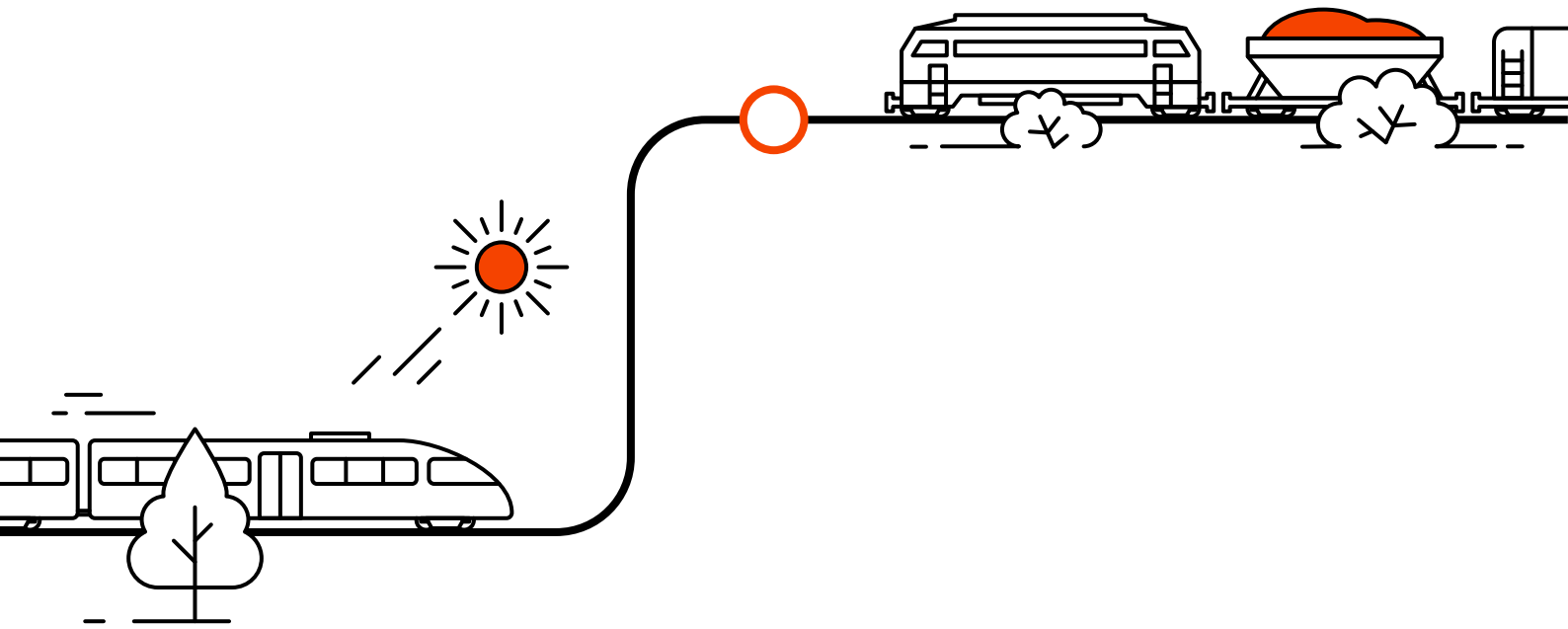
Key network-wide improvement programmes

Key network-wide improvement programmes

We plan to invest in various major programmes in CP7 to improve the railway, and our processes and systems. This will deliver benefits in CP7 and beyond to create a railway that is fit for the future. Whilst most of these programmes apply across the whole network, some are specific to England & Wales. Where relevant, this is set out in the description below.
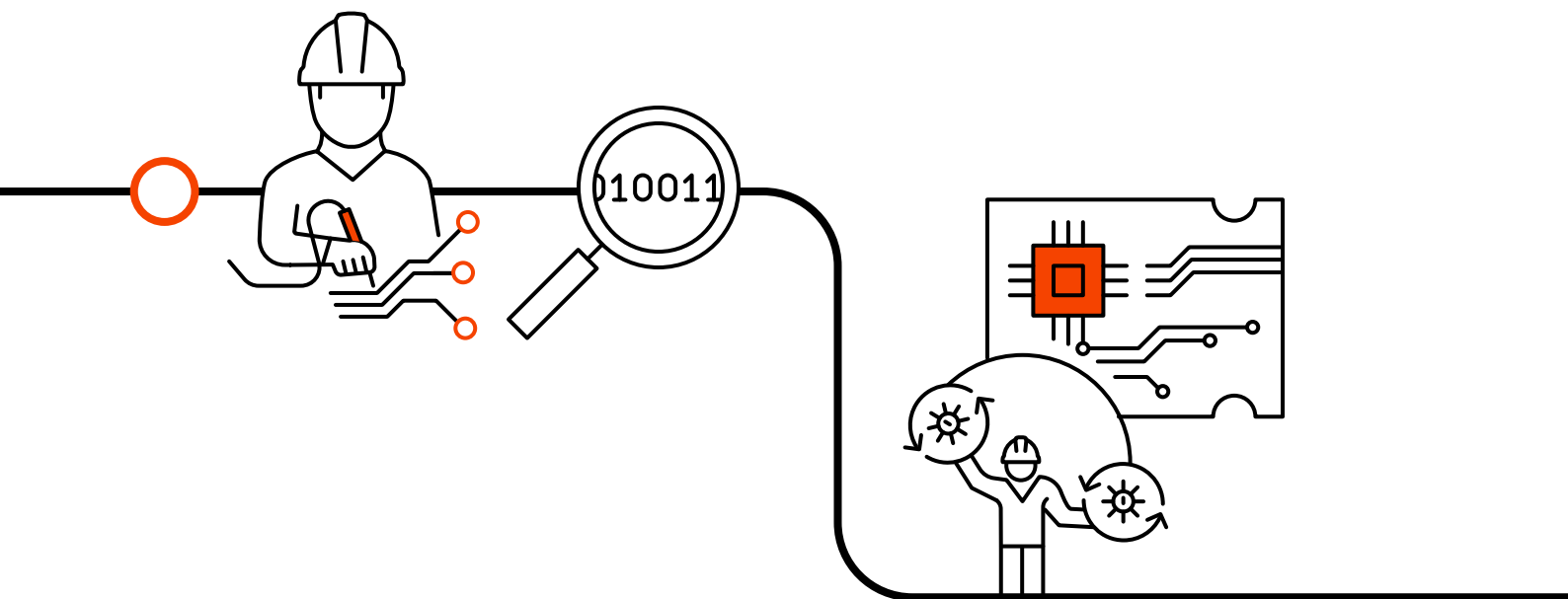
Digital signalling – fleet fitment and enabling activities programme

Our signalling systems help us to control the safe movement of trains across the network. Over the next five years, we plan to continue deploying modern, digital signalling technology (ETCS) across the network, building on the initial scheme on the Cambrian line in Wales, and subsequent rollout on the central London section of Thameslink and on part of the route between Paddington and Heathrow. Progress is being made with the East Coast Digital Programme, the first deployment of digital signalling using the ETCS on an intercity mainline.

In CP7 we plan to invest a further c. £0.5bn in digital signalling infrastructure renewals that will conclude in CP8 on East Coast Main Line (South) in our Eastern region and West Coast Main Line (North) programme in our North West & Central region, and further schemes in Southern, Eastern and early stage development in Wales and Western. To support the rollout of the new technology, we need to introduce new ways of working, and to install new equipment onboard existing passenger trains, freight trains and other rail vehicles. We plan to invest over £0.9bn on cross-industry activities to enable this, which is predominantly within England & Wales.

Consistent with the Scottish Ministers' HLOS, and building on extensive consultation across the rail business in Scotland, Scotland's Railway has developed a Signalling Scotland's Future Strategy. This strategy establishes a framework for signalling renewals on Scotland's railway network and has defined long-term programmes for signalling renewals, covering the full Scottish network. Scotland's Railway's delivery plan has been developed using its strategy and does not have plans, at this time, for ETCS implementation, although will contribute £11m to ETCS enabling activity in CP7.

West Coast Main Line (North) programme

The WCML (North) programme is a major part of our planned activity. The north end of the WCML was last modernised in the early 1970s and most of that same equipment remains in use today – well beyond its design life. Over CP7 (with work continuing into CP8 and early CP9), we are planning to invest c.£0.4bn to replace and modernise assets on this part of our network in a way that minimises disruption and maximises efficiency. This includes ETCS resignalling activities at Warrington, Preston and Carlisle, delivering overhead line renewals between Crewe and the Scottish Border and undertaking essential track renewals between Crewe and Carlisle.

Part of our intention for carrying out the WCML (North) programme in CP7 (as well as in CP8 and early CP9) was to support the operation of HS2 trains on our network following the planned start of HS2 services in the 2030s, as well as minimise the impact on our customers from taking access to the network. Following the government's announcement of the cancellation of HS2 Phase 2, we are working with HS2 Ltd and the government to identify the impact that this decision has on our CP7 plans, including the WCML (North) programme. We will update our plans, as required, once our reviews of HS2-related works conclude.

Project Reach

Through Project Reach, we will enter a long-term partnership with a private sector partner that will support the replacement of existing legacy telecoms infrastructure with new fibre optic cable. This will enable the delivery of a high capability, modern communications network suitable for our current and future rail operational needs, and with sufficient spare capacity for use by the private sector partner.

Project Reach delivers wider benefits for passengers and society more broadly, including bringing high-density fibre optic cable to rural communities, as well as saving the taxpayer money. We plan to invest £89m in CP7 to support Project Reach alongside the private sector investment. This programme only applies to England & Wales.

Research, Development and Innovation (RD&I)

Innovation is critical to the railway's future. In CP7, we plan to spend £146m to deliver a wide range of RD&I programmes that improve efficiency and value for money of Network Rail's activity, including in how new technology can best support safety, workforce reform and modernisation. This includes a dedicated 'first in class' fund of over £50m to accelerate deployment of new knowledge, technology and innovation into the operating environment, to enable benefit realisation as soon as possible. We also aim to leverage an additional £70m of co-funding through cross-industry collaboration, aligned to Network Rail's business and industry requirements. This will deliver value for money RD&I through collaborative programmes with other arms-length bodies, academia and the private sector.

Our RD&I pipeline includes a wide range of initiatives: from schemes looking at cost effective solutions for delivering footbridges bringing whole-life cost savings and safety benefits, to enabling more effective exploitation of remote condition monitoring data for lifts and escalators across the network improving passenger experience, accessibility and safety. It will build on our CP6 successes, including RD&I products which have extended the life of our assets and reduced the cost and impact of delays on the network (e.g. through modifying the casting of our switches and crossings) as well as schemes that have enabled us to be more efficient (e.g. working with electrification programmes on Scotland's Railway, TRU and Midland Main Line to deploy new technologies and reduce the costs of electrifying the railway).

21st Century Operations

As explained in Chapter 11, we plan to invest £15m in our 21st Century Operations programme which is a portfolio of initiatives designed to continue to build and develop the skills and capability of those working in operational roles through CP7, including enhancing our collective ability to better respond to incidents and recover the train service. This portfolio will drive wider safety and financial efficiency improvements, enhanced capability and assurance, better governance and value in people and change. The programme will work with regions and wider industry teams to support a range of operational improvement projects such as improving Command and Control, and operations organisational development.

Weather Risk Task Force (WRTF)

We plan to invest £36m in our WRTF which will champion a more resilient and sustainable railway. The WRTF is focused on providing tools, processes, and support to help routes run a better service during adverse and extreme weather, working in partnership with the Met Office. The WRTF will continue coordinating our delivery of the recommendations from the Lord Robert Mair and Dame Julia Slingo reviews. It will also coordinate the delivery of the expected recommendations from the extreme heat task force which is exploring ways to tackle the effects of hot weather on the railway. This will include better equipping our business to understand the operational risks and draw on the latest scientific developments in monitoring, real-time observations, weather forecasting and risk-based decision making.

Freight Safety Improvement Portfolio (FSIP)

We will continue to fund the FSIP which will improve key areas of freight safety in line with the strategic themes of the industry Freight Safe Programme as well as terminal operational safety, derailment reduction and security of the freight network. We plan to invest £17m in CP7 in FSIP.

Key enabling programmes for our regions

We will deliver key national programmes including II, IM and ESD, which will be essential for unlocking financial, safety and productivity benefits for regions.

- We plan to invest £446m in delivering and improving IM capability and reliability in CP7. This includes transforming the use of vehicle-based technology to provide trusted, safety critical infrastructure data at the frequency our route and regional customers need, so they can make informed and proactive decisions about maintaining and operating the railway.

- We plan to invest £293m in our ESD programme to support the safe operation and maintenance of our railway, providing the safest possible technology, culture, tools and electrical safety processes. It will reduce the electrical safety risk to our staff to the lowest practical level, and improve track worker safety and productivity. This programme, which spans three control periods from 2019 to 2034, will enable us to demonstrate improved compliance with Electricity at Work regulations and respond to ORR improvement notices.

- During CP7 we plan to invest £126m in further developing and rolling out several tools from the CP6 II programme. Tools such as insight, Network Enterprise Structures and Tunnels (NEST) and Geotechnical Asset Insights Application (GAIA) will provide our maintenance and asset management teams with better access to data to support their decision making. Predictions of when assets will fail inform our renewals plans, allowing us to extend asset life where possible and efficiently allocate resources. During CP7, additional capability will be added to allow for colleagues to identify all sites with specific faults or risk profiles giving them the information needed to understand root cause analysis and plan a coordinated maintenance and / or renewals approach.
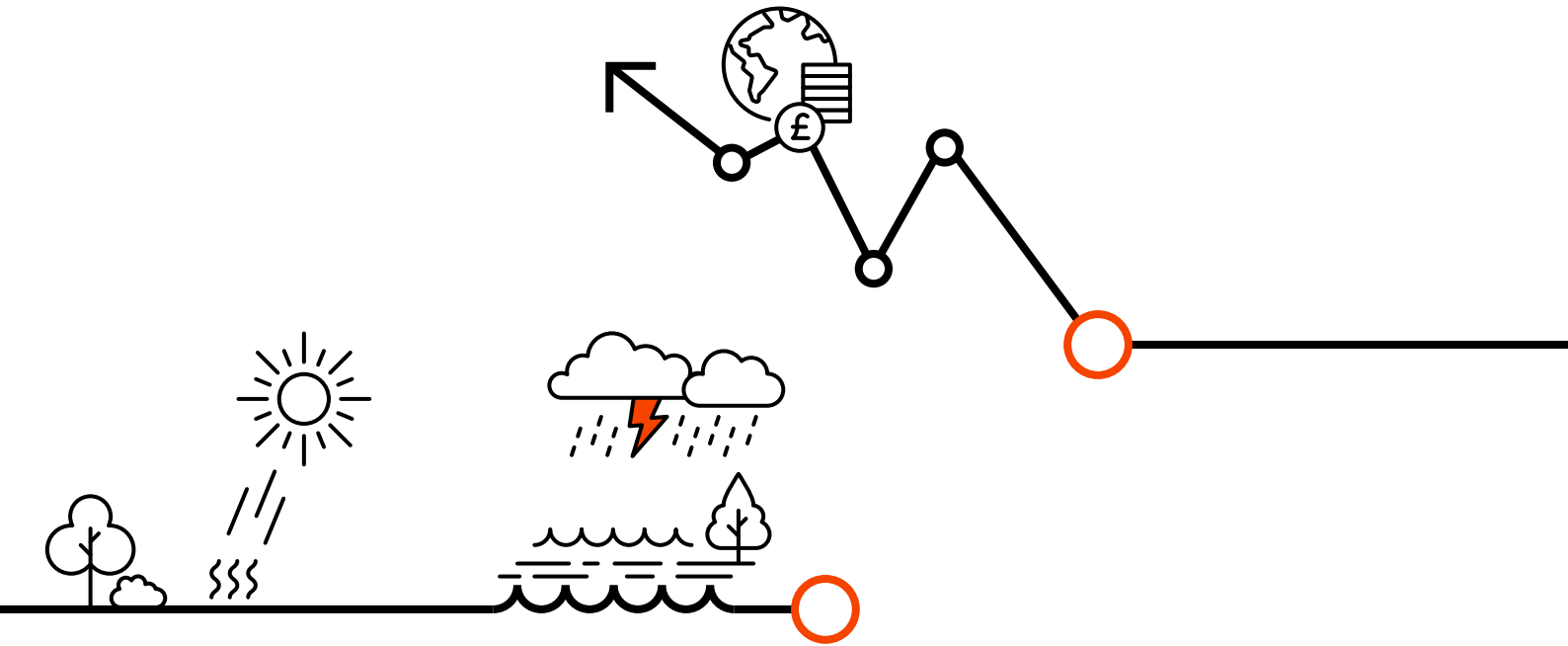
Responding to challenges and uncertainties
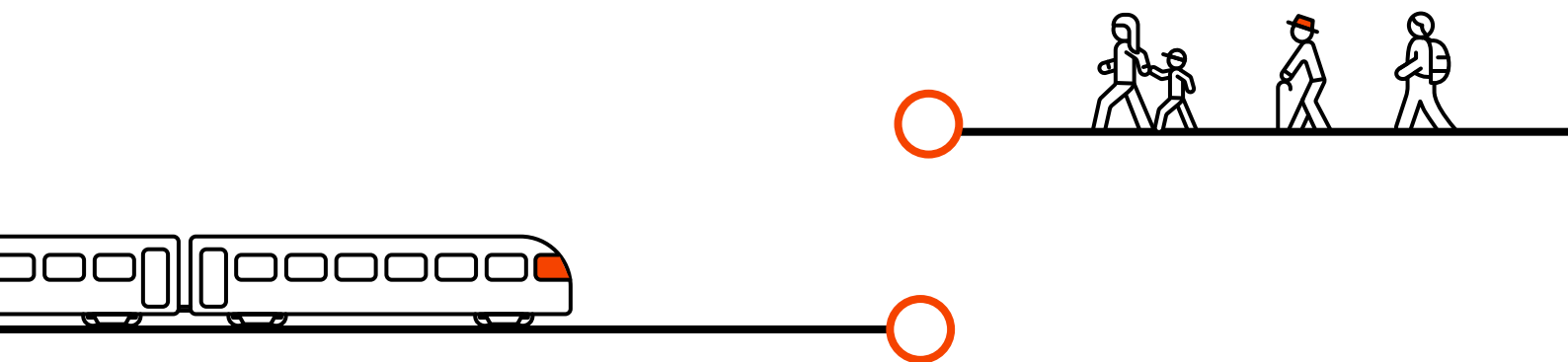
Responding to challenges and uncertainties

Recognising the challenging and uncertain operating environment for the industry and the wider economy, there are a number of significant risks to delivering our CP7 plan including:

Inflation:

As discussed in Chapter 1, we have been, and will continue to be, impacted by the effects of the recent high levels of inflation, although it is now reducing. Based on the November 2023 OBR inflation forecast, the value of our CP7 funding has been eroded by c.£1.3bn, since the SoFA was published, which used the November 2022 OBR forecast of inflation to set funding. More broadly, if inflation is materially higher than we have assumed in our plan, it will have a significant impact on our ability to deliver planned outputs. For example, if inflation was 1 % higher than our plan assumption in every year of CP7 then it would add around £0.8bn to the net cost of the plan. We will continue to monitor the latest views of inflation, and implications for our CP7 plan.

Climate change:

Whilst we cannot be certain of the future frequency of extreme weather events, or their precise location and impact on the network, we know that the physical processes involved will accelerate degradation of our assets causing service disruption, cost and reputational impact during CP7. We expect it to become increasingly challenging to keep pace with the frequency and intensity of extreme weather events – particularly given most of assets were not designed to withstand the extreme weather conditions we are increasingly experiencing. To mitigate the impact of extreme weather and climate change on our network, we will be investing £2.8bn on activities that will improve the network's resilience to extreme weather and climate change. A large proportion of this investment is on planned maintenance and renewals activities, as well as climate change adaptation strategies.

Train performance:

Developing robust train performance forecasts is challenging. This is due to a range of factors, including large variability in external factors such as extreme weather and the ongoing impacts of industrial action. There are also a number of inputs that we know to materially impact train performance that remain uncertain (e.g. train operator service patterns and passenger numbers). This level of uncertainty creates risk to delivering our train performance targets. The targets we are set are whole-system measures, requiring delivery from train operators as well as Network Rail. As we adapt our plans to changing circumstances and assumptions, flexibility in ORR's approach to monitoring train performance is essential. As discussed in Chapter 6, ORR's final determination confirmed that there will be a regulatory review during year 2 of CP7 (2025/26) to reset passenger train performance metrics for years 3-5 of CP7, recognising the uncertainty in forecasting train performance particularly for the latter years of the control period. This reset process de-risks our plan compared to fixing performance targets for the whole control period but, given the challenges and complexities, risk will remain even in a shorter window.

Income:

There is a risk of lower levels of income (from access charges and property income) as a consequence of lower service levels and footfall than the plan currently assumes, which could be a railway specific cause or due to wider economic factors.

Rail reform:

Around 30 % of total planned CP7 efficiencies relate to Network Rail's share of the industry savings expected from rail reform. However, we have previously been clear that not all efficiency initiatives relating to reform require legislative reform (e.g. joint property strategies, workforce modernisation and optimising access initiatives), and we will work with ORR and the wider industry to deliver these whole-system savings.

The publication of the draft reform bill in February 2024 is a positive step forward as we lay the foundations for GBR, while recognising that the passing of this bill will take time. Progress on reform will support the attainment of these efficiencies and the ability to deliver further whole-industry efficiency.

We have mitigations and controls to manage these risks and they will be closely monitored throughout CP7 as part of our corporate risk management.

In particular, our CP7 delivery plan includes a risk fund of £1.5bn in England & Wales (of which £0.8bn has been allocated to our four England & Wales regions) and a £0.3bn risk fund in Scotland (including £53m for the targeted performance fund). We will draw on our risk funding throughout the control period as risk materialises, over and above an average level of risk which is already reflected in core plans. This enables us to direct funding to address those issues without wasteful re-planning, inefficient delivery of outputs and work deferrals.

However, the extent to which we are able to manage the impact of each of these risks should they materialise will vary, given the levels of risk funding we have available. Despite these challenges, we are committed to working with our industry partners and regulator to successfully deliver our plans – with agility, flexibility and collaboration essential to this.

We also recognise there may be a range of opportunities during CP7, particularly as we expect there to be far greater alignment in decisions about infrastructure and train services once GBR is established, with material financial benefits. We will also continue to actively explore and pursue other opportunities that may arise during the control period, for example new third party investment opportunities and partnerships.

Photo by David MacLean
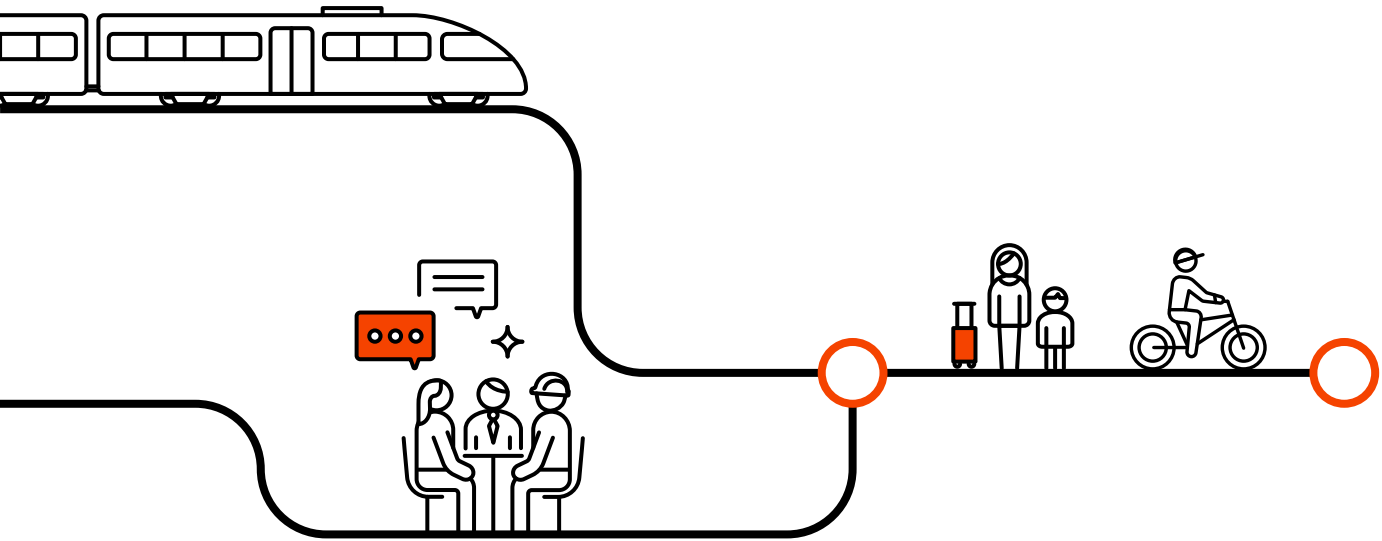
Working with our stakeholders in CP7
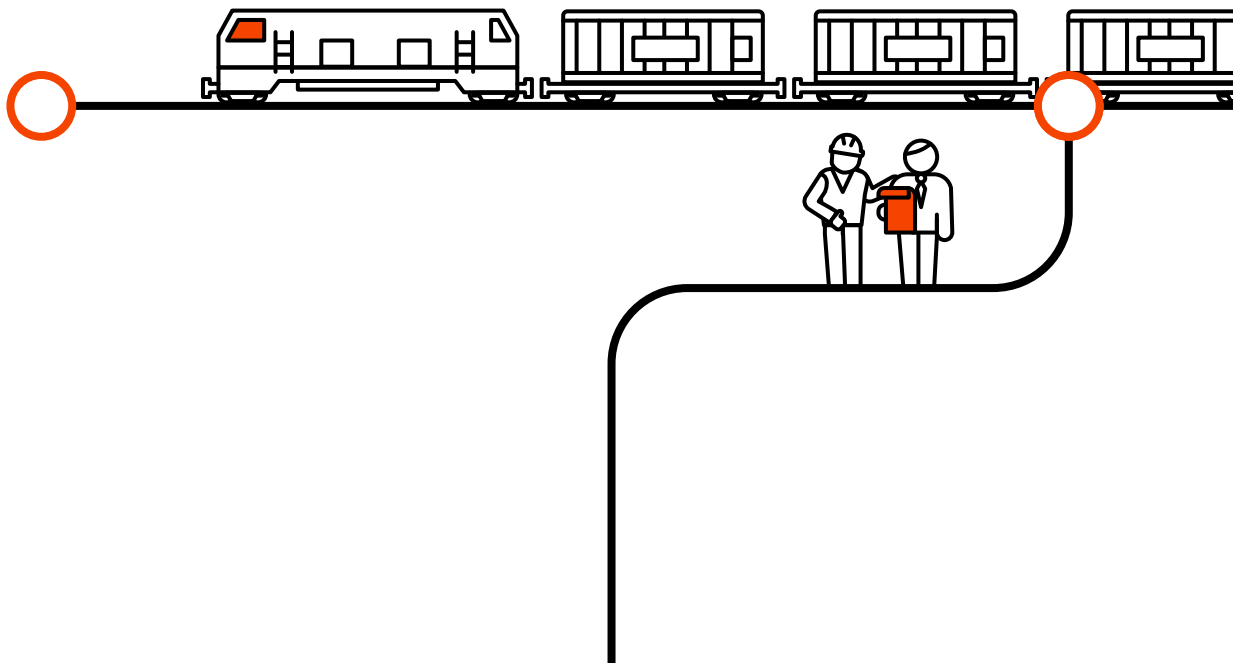
Working with our stakeholders in CP7

Our customers and stakeholders are central to the delivery of our plans for the next five years. CP7 will only be a success if we work collaboratively with train operators and other stakeholders across the industry and more widely.

Throughout the process of developing our plans, at both regional and national level, we have engaged with a wide range of stakeholders. These stakeholders include passengers and freight users, our lineside neighbours, local communities, train and freight operators, our supply chain, local and devolved governments – as well as the UK and Scottish governments – and our regulator, the Office of Rail and Road.

In 2022, we also commissioned Transport Focus, the independent passenger body, to undertake a network-wide survey of 15,000 passengers on their priorities, which has informed our planning.

As we are a devolved business, much of this engagement has happened at a local level, led by our five regions. Each of our regions and functions has developed their own stakeholder engagement strategies underpinned by regular feedback and challenge from stakeholders.

These strategies will continue to apply in CP7, and will include considering how regional stakeholder engagement panels can continue to play an important role, alongside other forms of stakeholder engagement, reflecting their valuable input to our planning to-date.

In Scotland specifically, over half of Scottish Ministers' HLOS requirements need us to collaborate with train and freight operators, so we will continue to work together to grow the rail business across Scotland.

Our System Operator will continue to lead engagement with freight and national passenger operators, supported by region engagement on how local plans can reflect broader, national priorities. We will also continue to engage with our supply chain partners, both nationally, through organisations such as the Rail Industry Association, and regionally. The supply chain will be critical to the delivery of our efficiencies for CP7, and we will continue to work closely on identifying new and innovative ways of working.

We will also continue to work with GBRTT to support their work and be ready for the introduction of GBR, which we expect at some point during the control period.

With our funding needing to go further than ever before, and given the challenges, uncertainties and opportunities in our CP7 plan, continued input from our stakeholders on emerging priorities, choices and trade-offs, and support for our market-led planning approach throughout the control period will be critical. More than ever, a flexible approach to delivery will be required across the industry to support successful delivery over the next five years and beyond.

More broadly, as we look to the future, we will continue to engage with our funders as we develop our plans for the next control period (CP8) and beyond, providing options and choices around future levels of outputs and funding.
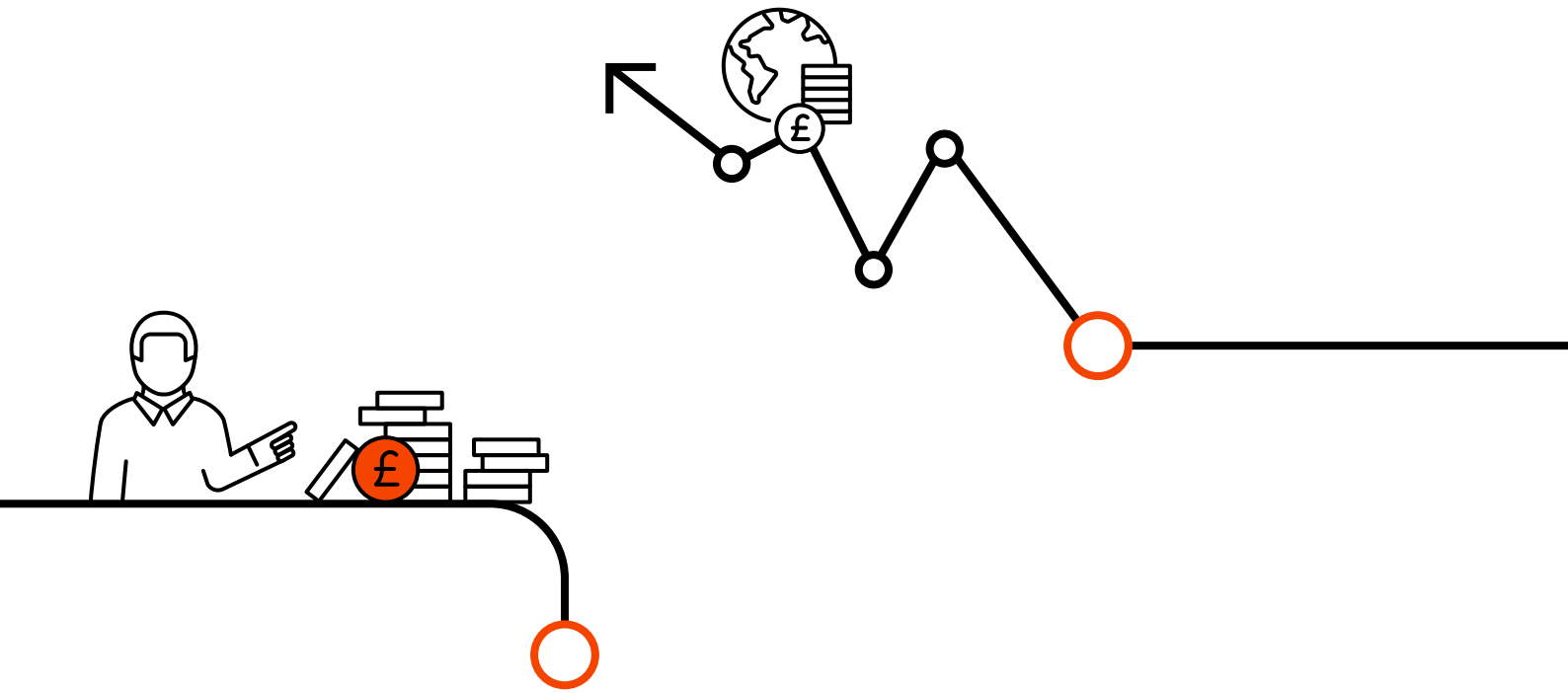
CP7 outcomes and detailed CP7 financials
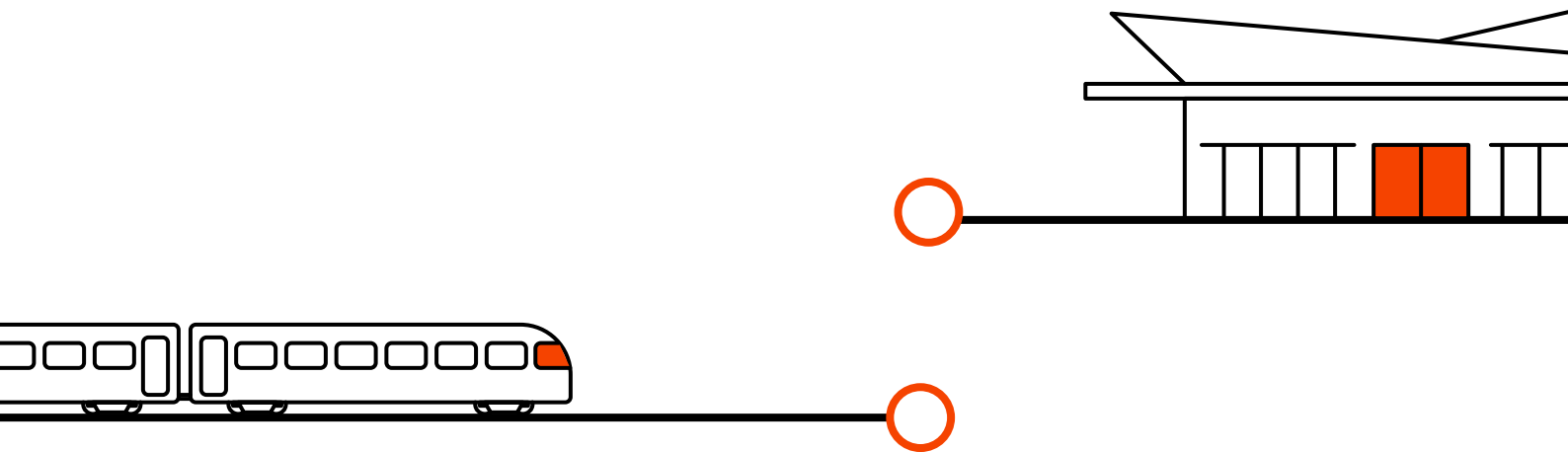
Annex A: CP7 outcomes

Table A1, below, sets out our planned key CP7 outcomes for each strategic theme. ORR set regulatory success measure targets (marked [1] below) in its final determination, having considered our proposed outcomes trajectories, the England & Wales and Scotland HLOSs, and responses to ORR's public consultations. Our delivery plan targets for CP7 exit are consistent with these targets. However, there are variations from the final determination targets in the annual trajectories for Freight Cancellations and Scope 1 & 2 Carbon Reduction. We also have a wider range of outcomes that we target, which are reflected in region and function plans and given effect through the annual scorecards we use within Network Rail to measure our business performance.

Table A1: CP7 outcomes by strategic theme (network-wide unless noted)

Strategic theme	Measure	CP6 exit (2023/24)[7]	CP7 exit (2028/29)
Safety	Train Accident Risk Reduction	92 %	**95%**
	Workforce Fatalities and Weighted injuries	0.068	**0.052**
	Personal Accountability for Safety (PAFS)	937	**751**
Train service delivery	Passenger On Time (England & Wales only)[1,2]		
	2025/26 (Year 2)	66.6 %	**66.9%**
	2028/29 (Year 5 indicative)	66.6 %	**67.1%**
	Passenger Cancellations[1,2]		
	2025/26 (Year 2)	3.7 %	**3.3%**
	2028/29 (Year 5 indicative)	3.7 %	**3.1%**
	Scotland Train Performance Measure[1,3]	89.8 %	**92.5%**
	Freight Cancellations[1,4]	2.0 %	**1.3%**
	Freight Growth (net tonne km)[1,4]	-	**7.5%**
	Composite Sustainability index (CSI)[1]	-	**-2.5%**
Efficiency	Operational Expenditure Efficiency[1]	-	**£1.5bn**
	Capital Expenditure Efficiency[1]	-	**£2.5bn**
	Financial Performance Measure (FPM)[1]	-	**£0**
Customers & communities	Passenger Satisfaction	7.78	**7.84**
Sustainable growth	Carbon Emissions - Scope 1 & 2 Reduction[1]	- 26.7 %	**-20.5%**
	Biodiversity Units Net Gain[1]	-	**4.2pp**
People	Employee Engagement	49 %	**52%**

Notes:
[1]Regulatory success measure targets set in ORR's final determination. [2]ORR's final determination sets firm passenger train performance targets for the first two years of CP7 and indicative trajectories for years 3-5. We have included both the firm year 2 (2025/26) target and the indicative year 5 (2028/29) target in the table above. There will be a regulatory review to reset passenger train performance metrics (with the exception of the Scotland train performance measure) for years 3-5 of CP7. [3]We recognise that our plan does not meet the Scottish HLOS requirement of 92.5 % in every year of CP7. Instead we have proposed a different forecast to reaching 92.5 % which we believe is still ambitious but achievable. Recognising the inherent uncertainty with forecasting performance improvement over a long period, if we assume optimised usage of the Targeted Performance Fund, sustained funding for fleet at the levels required to improve performance and the continuation of the plan to fill traincrew vacancies then we have a medium level of confidence that 92.5 % could be achieved by the end of 2026/27. [4]See Scotland's Railway's delivery plan for its Freight Cancellations and Lateness (FCAL) forecast (of 5.5 % in 2028/29) and CP7 freight growth (of 8.7 % by 2028/29) in line with Scottish Minister's HLOS.

[7]CP6 exit positions are based on a forecast as at February 2024.

Description of outcomes measures

We have set out in Table A2, below, the definitions for each of our key CP7 outcomes, set out by strategic theme.

Table A2: Definitions of outcome measures

Term	Definition
Safety outcomes measures	
Workforce Fatalities and Weighted Injuries	A weighted measure of fatalities and non-fatal injuries, which is presented as a numeric score.
Train Accident Risk Reduction (TARR)	Achievement of the key risk reduction activities planned in the year. The measure is made up of milestone and volume targets, both of which are assigned different weightings which allow the overall percentage achievement to be calculated.
Personal Accountability for Safety (PAFS)	The number of breaches in 'life saving rules' and high potential events. It is a measure of how Network Rail is improving culture and behaviours to help keep staff safe.
Train service delivery outcomes measures	
Passenger On Time	This measure tracks the percentage of recorded passenger train station stops arrived at early or less than one minute after the scheduled arrival time.
Passenger Cancellations	The percentage of planned passenger trains which either did not run their full planned journey or did not call at all their planned station stops. The measure is a score which weights full cancellations as one and part cancellations as half.
Scotland Train Performance Measure	The percentage of planned trains arriving at their final scheduled destination early or less than five minutes after their scheduled arrival time having called at all their planned station stops, (adjusted to remove delays caused by the need for speed restrictions during severe weather, or to permit connections from other late running trains or ferries).
Freight Cancellations	The percentage of commercial freight services that are cancelled by Network Rail or another operator that is not a commercial freight operator.
Freight Growth	The percentage increase from CP6 exit in the amount of freight moved on the railway network, taking into account the weight of the loads and the distance carried.
Composite Sustainability Index (CSI)	The percentage improvement of asset sustainability compared to the end of CP6. Depending on the asset type, asset sustainability is measured either by remaining life of the asset or by asset condition score and is weighted by the replacement value of the asset.

Term	Definition
Efficiency outcomes measures	
Efficiency	A measure of efficiency savings against our CP7 delivery plan. This is split between our operational (opex) and capital (capex) expenditure.
FPM	Compares actual income and expenditure to a 'post-efficient' baseline (such as budget), adjusted for delivery of outputs. It covers most items of Network Rail's income and expenditure but excludes some that are not as controllable such as network grant, fixed track access charges, traction electricity income and costs, and business rates. All other things being equal, if the expected efficiency is achieved, the target FPM is equal to zero. Outperformance is achieved when more work is delivered for the agreed cost or the work is delivered at a lower cost than was agreed (underperformance implies the opposite scenario(s)).
Sustainable growth outcomes measures	
Carbon Emissions	All scope 1 and scope 2 carbon emissions as defined under the Greenhouse Gas Protocol. Scope 1 emissions are all direct emissions from the activities of the infrastructure manager or under its control including fuel (oil, gas) combustion on site such as gas boilers for heating and fuel for fleet vehicles. Scope 2 emissions are all indirect emissions arising from the generation of electricity purchased and used by the infrastructure manager.
Biodiversity Units	As defined by the Biodiversity metric v3.0. The measure is a habitat-based approach used to assess an area's value to wildlife. It uses habitat classification, condition and strategic significance to calculate a biodiversity unit value. This measure reflects the change in biodiversity unit value when compared to the baseline year of 2020. During the course of CP7 we will monitor the percentage point changes in yearly performance for years 1-4, but these should be treated as indicative of the direction of travel and assessed in conjunction with qualitative evidence on biodiversity management. This will allow progress against the year 5 target to be monitored.
Customers & communities outcome measures	
Passenger Satisfaction	The average score between the range of 1-10 given by customers when surveyed in relation to satisfaction with their overall journey, a higher score out of 10 represents greater satisfaction.
People outcome measures	
Employee Engagement	An index representing the percentage of employees surveyed who responded favourably to key questions on engagement.

Annex B: Detailed CP7 financials

CP7 expenditure

Table B1: Our planned CP7 expenditure (£bn, cash prices)

	CP6 exit	CP7 Baseline					
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	CP7 Total
Operations[1]	0.9	0.9	0.9	0.9	0.9	0.9	4.4
Support[1]	1.0	1.0	1.0	1.1	1.1	1.1	5.3
Maintenance[1]	2.3	2.5	2.5	2.5	2.5	2.6	12.6
Renewals	3.9	4.1	4.0	3.9	3.7	3.7	19.3
Risk Funding	0.0	0.0	0.3	0.4	0.5	0.6	1.8
Industry Costs and Rates (excl. BT Police)[2]	0.3	0.4	0.4	0.4	0.4	0.4	2.0
Electricity for Traction (EC4T)	0.8	0.9	0.8	0.9	0.9	0.9	4.3
Total Expenditure (excl. EC4T)	**8.5**	**8.9**	**9.0**	**9.1**	**9.1**	**9.2**	**45.4**
Total Expenditure	**9.3**	**9.7**	**9.8**	**10.0**	**10.0**	**10.1**	**49.7**

[1]As part of finalising this delivery plan, as agreed with ORR, there has been a reclassification of some expenditure between operations, maintenance and support which means that these categories cannot directly be compared to our draft determination response or our CP7 SBP. [2]Industry costs and rates include Cumulo Rates, ORR subscription, Rail Delivery Group subsidy. [3]Central functions costs allocated to regions.
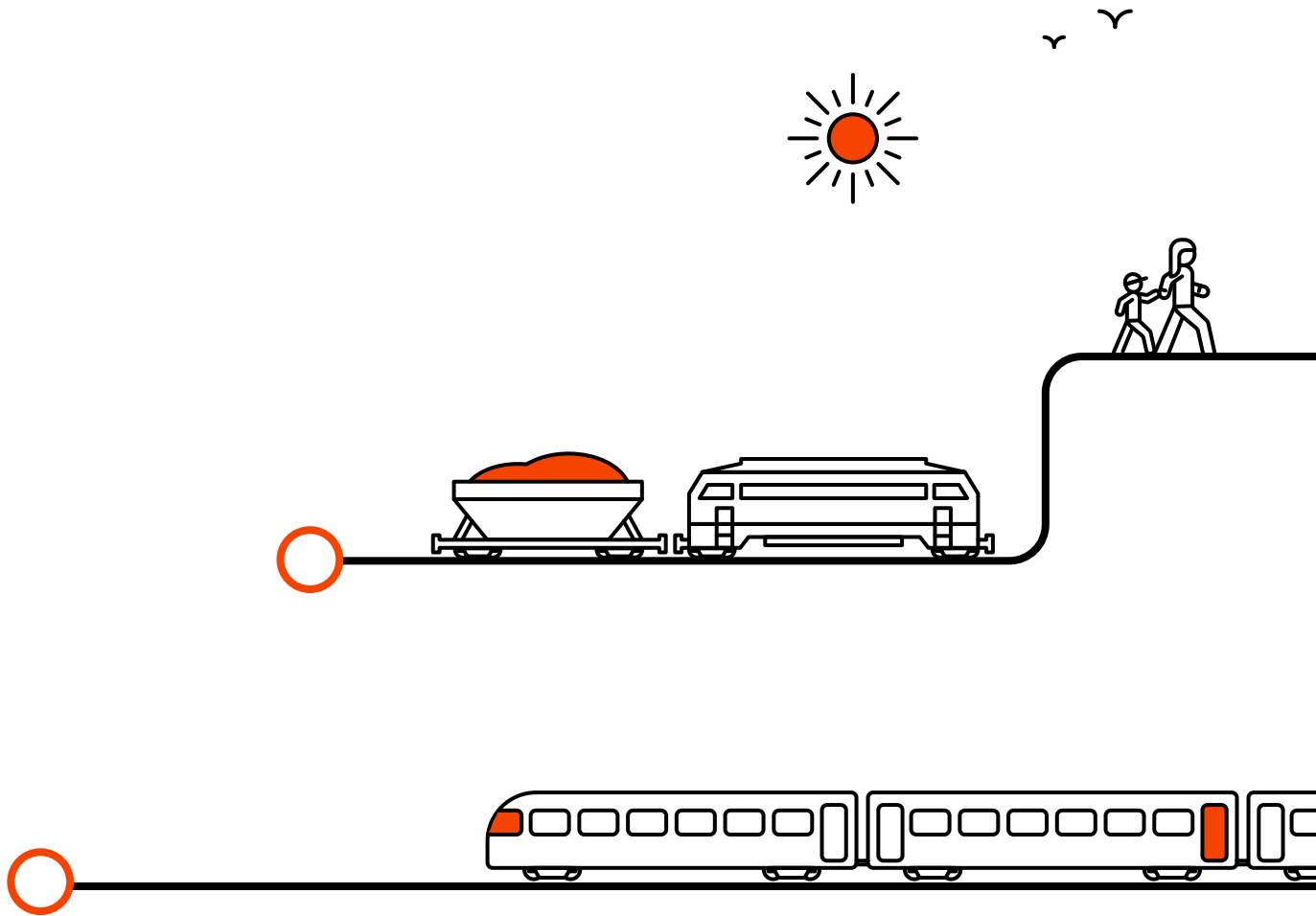
CP7 income

Table B2: Our expected CP7 income (£bn, cash prices)

	CP6 exit	CP7 Baseline					
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	CP7 Total
England & Wales government grant	5.5	5.5	5.5	5.6	5.5	5.4	27.5
Scotland government grant	0.4	0.5	0.5	0.4	0.4	0.5	2.3
Access Charging Income[1]	2.2	2.5	2.7	2.8	2.8	2.9	13.8
Commercial and other income[2]	0.3	0.3	0.3	0.3	0.4	0.4	1.7
Electricity for Traction (EC4T)	0.8	0.9	0.8	0.9	0.9	0.9	4.3
Total income (excl. EC4T)	**8.5**	**8.9**	**9.0**	**9.1**	**9.1**	**9.2**	**45.4**
Total income	**9.3**	**9.7**	**9.8**	**10.0**	**10.0**	**10.1**	**49.7**

[1]Access charging income includes passenger and freight operator track access charges.
[2]Other income includes commercial income, property sales and rental income.