CP7 passenger train performance reset

National overview of Network Rail's performance trajectories for 2026/27 to 2028/29

Summary for publication

09 July 2025

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Executive summary

Due to uncertainty at the time of ORR's CP7 Final Determination, ORR committed to resetting the regulatory passenger train performance targets and Schedule 8 parameters for years 3-5 of CP7. This document provides a summary of the plans and analysis that Network Rail has provided to ORR to inform its consultation on passenger train performance targets.

Network Rail is required by DfT's HLOS to set ambitious yet realistic train performance targets for CP7. The Scotland HLOS set a specific target for the Scotland Train Performance Measure which is not in the scope of the reset. Reflecting our stakeholder priorities, Network Rail has a relentless focus on delivering and seeking to improve train performance each and every day, balanced with other outcomes that our stakeholders expect, such as capacity, connectivity, safety and efficiency. We also recognise the real challenges of improving train performance within a fixed and very tight funding envelope.

The reality of the risks, headwinds and uncertainty so far in CP7, including the impact of external factors, train crew availability, asset condition and fleet reliability, means that industry performance did not meet the ambitious targets in 2024/25. Our ambitious yet realistic performance plans for the remainder of CP7 are built to tackle the current areas causing delay and cancellations, as well as the likely performance risks and opportunities in future years. At a network level, for the passenger facing metrics, we expect CP7 exit performance to improve overall from 2024/25 levels, despite the significant risks and headwinds industry is facing. Performance plans and forecasts will evolve throughout CP7 as we learn and respond to emerging risks.

Table 1: May 2025 performance forecast trajectories submitted to ORR

Network Rail	Actuals		Forecast	Reset forecast trajectories		
	CP6 Exit	Y1	Y2	Y3	Y4	Y5
Time to 3	84.7%	84.3%	84.5%	83.7%	83.9%	84.6%
STPM (Scotland)	89.9%	89.7%	90.7%	91.6%	92.5%	92.5%
Cancellations	3.8%	4.1%	3.9%	3.9%	3.8%	3.8%
NR Delay/1000mi	33.2	32.2	32.3	34.5	34.0	32.6

Network Rail's ambition is absolutely to improve industry performance more than this during CP7, but we cannot do this alone. The building blocks to enable opportunities beyond those captured in our plans – such as multi-year industry commitments, aligned timetable and resource plans, addressing people shortages, and establishing Great British Railways (GBR) as the directing mind – are not yet in place and require full industry commitment.

The difficulties in accurately predicting performance make setting targets and regulatory incentives challenging; but the consequences of having inappropriate targets, that are not realistic, mean it is critical that decisions are based on robust evidence. Targets set at the wrong level could add financial pressure to our already tight funding when they are translated into unrealistic Schedule 8 benchmarks. Within a fixed funding envelope, those costs must be funded from elsewhere in our plans, reducing the outcomes we are able to deliver to passengers and other stakeholders.

Introduction

To inform ORR's consultation on draft targets for years 3-5 of CP7, as part of the reset of regulatory performance targets it is undertaking, we have developed updated performance plans, forecasts and evidence. This document summarises our overarching position and approach across the network, recognising the common trends and challenges across regions, and also includes summaries of each of our regional performance plans and forecasts setting out how they are managing risks and opportunities locally. Regions have engaged with operators in developing their plans and the bottom-up forecasts those plans have driven. There are some examples from regions plans throughout this document.

Industry performance plans and forecasts constantly evolve to reflect learning and respond to emerging risks and opportunities, so the information we submitted to ORR on 9 May 2025 is our initial view and includes our forecasts at a point in time. We will provide an updated view in response to ORR's consultation in September, but our plans and forecasts will continue to iterate through CP7.

Our train performance objectives

Train performance is consistently a top priority for passengers, funders, train operators and Network Rail. Our ambition is demonstrated through our thorough, bottom-up planning, tackling all the possible levers to improve performance, and in our internal governance. Our annual scorecard target setting process, which links to performance related pay for our people, seeks year-on year improvement in train performance. We engage with train operators at all levels to develop aligned and ambitious plans, and drive and support industry innovation in performance.

Our plans balance performance with other outcomes that our stakeholders expect, such as capacity, connectivity, safety and efficiency, and must also recognise the very real challenges of improving train performance within a fixed and very tight funding envelope.

Despite years of substantial investment across track and train, improving asset reliability and continuous improvement in performance management, step-changes in industry performance have not materialised. The industry's ambition has repeatedly led to stretching improvement targets without properly recognising the risks and challenges that would need to be overcome. The Schedule 8 costs associated with setting targets at the wrong level exacerbate performance challenges by diverting funding from core business plans.

Our approach to performance plans and trajectories

Our approach to developing our performance plans and forecasts is built on the principles of:

- **Ambitious yet realistic,** by comprehensively exploring all opportunities for improvement alongside risks and headwinds and basing forecasts on evidenced, bottom-up plans.
- **Whole-industry** as far as possible, informed by meaningful collaboration and engagement with train operators.
- **Thoroughly assured** and challenged through all stages of plan and forecast development, to strengthen confidence in the assumptions and outcomes.
- **Strong governance and clear accountability**, whereby our plans are reviewed and approved through our robust internal governance framework.

Our performance forecasts are based on a level of change against a baseline year (P10 2023/24 to P09 2024/25, inclusive). Working with TOCs, regions have identified close to 200 performance improvement schemes and risks across the network to inform their plans. Despite extensive engagement, many TOCs are not in a position to provide firm commitments beyond the coming

year, so our plans only include schemes and risks with a good degree of certainty. Using available evidence and analysis, regions have forecast the impact and likelihood of the risks and schemes.

Our national model uses these inputs to model 250 different scenarios of how the inputs may interact with each other through a Monte-Carlo simulation to provide an overall performance outcome for each scenario in different years. From those scenarios, we can forecast performance at different levels of likelihood. Our submissions are based on a P50 likelihood[1], as was the case for our CP7 business plans, with an overlay to factor in the detailed modelling for the impact of ECML timetable change and East Coast digital signalling works.

Network level plans and forecasts for 2026/27 to 2028/29

The performance experienced by passengers is the result of many different elements which are in whole, or part controlled by different parties across the industry with different planning and funding horizons, so whole industry action and alignment is needed to develop robust performance plans. There is further complexity in building plans as most elements are impacted by a combination of known and unknown factors, and the net impact is intertwined, meaning change in one area can have a ripple effect. Our plans seek to capture inputs from across industry to provide a forecast of likely performance.

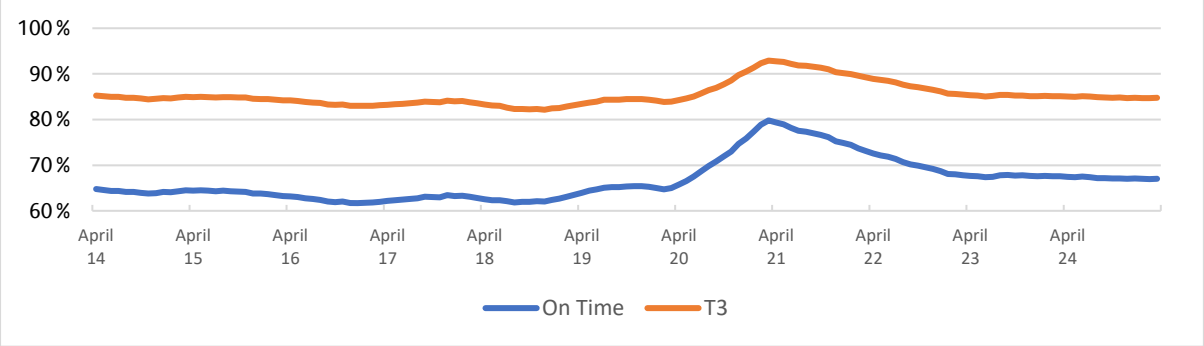
Recent performance trends

To build performance plans that address performance challenges, we first need to understand what is driving recent performance trends.

Punctuality: Time to 3 (T-3) and Delay Minutes

Long-term punctuality has stabilised at higher levels than pre-Covid. At the end of CP7 year one, Network level T-3 performance was 84.3 %, against an equivalent Final Determination target of 84.9 % (derived from the relationship between T-3 and On Time).

Figure 1: T-3 and On Time Moving Annual Average by financial year

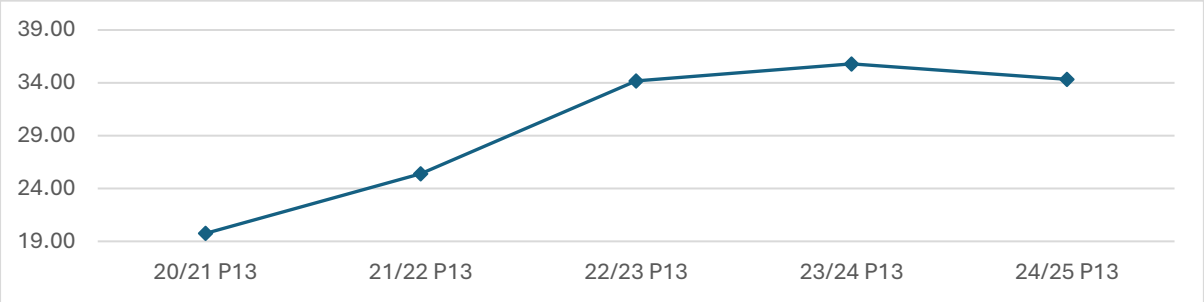


Note: this includes off-network delay compared to the regulatory metric which does not.

Network Rail attributed delay minutes per 1000 train miles has gradually improved over the first year of CP7, reducing to 32.2 (MAA), compared to 33.2 at the end of CP6.

[1] The P50 value is the 50th percentile (median) outcome from the Monte Carlo distribution of simulated train-performance outcomes: there is an equal 50 % probability that actual performance will be better (above) or worse (below) this value, making it the central "most likely" point of the forecast.

Figure 2: Network Rail Delay per 1000 miles by financial year

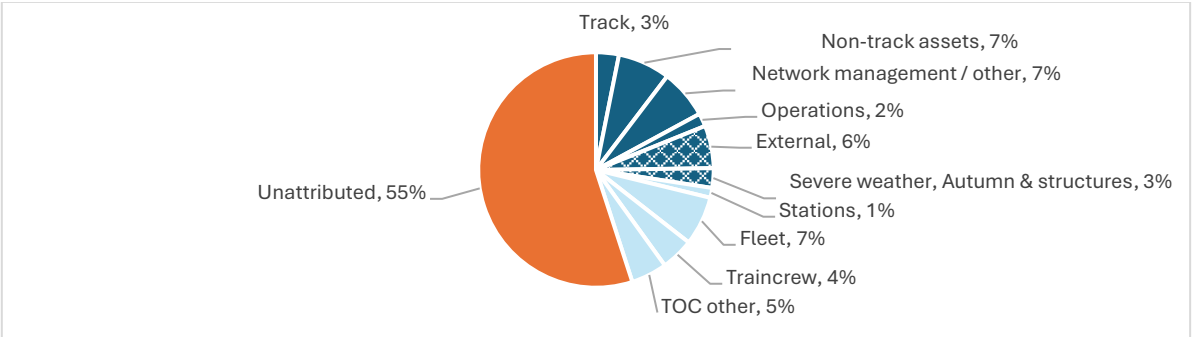


Note: this includes off-network delay compared to the regulatory metric which does not.

Our plans seek to tackle the biggest causes of delay, but Network Rail cannot wholly control many of the performance drivers. Sub-threshold delays (under 3 minutes) which are not investigated and therefore not assigned a cause, accounted for 55 % of all delay experienced by passengers in year one of CP7. Of the delay that was attributed to a cause, 57 % was attributed to Network Rail.

Of the delay attributed to Network Rail, c.15 % was directly due to severe weather (not including the impact of weather on delays attributed to asset failures) and external factors. While we can and do seek to mitigate the impact of these, there are wider influences that we cannot wholly control, and other outcomes to be balanced.

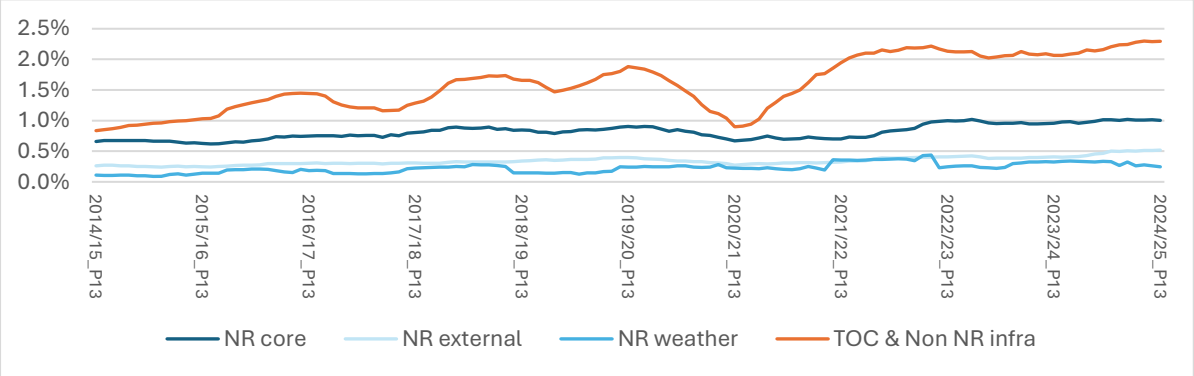
Figure 3: Attributed and unattributed delay in 2024/25



Reliability: Cancellations

At the end of CP7 year one, total cancellations were 4.1 % (MAA), compared to 3.8 % at the end of CP6 and the Final Determination target of 3.6 %. Of this, Network Rail cancellations were 1.8 %, including external causes.

Figure 4: Cancellations by attributed cause, rolling moving annual average



The TOC share of cancellations has seen a steeper increase over the past ten years, but Network Rail cancellations have also gradually increased. Compared to 2017/18, since when we have seen

a consistent increase in cancellations (excluding the pandemic), Network Rail core cancellations have increased by 0.2 % (to 1 %), total Network Rail cancellations have increased by 0.5 % (to 1.8 %), and TOC cancellations have increased by 1 % (to 2.3 %).

Train crew remained the largest contributor to cancellations 2024/25, at 1.2 %, compared to 0.8 % in 2019/20 (pre-pandemic). Fleet was the second largest contributor at 0.8 %. Non-track assets (0.6 %) and externals (0.5 %) were the biggest causes of Network Rail attributed cancellations.

Opportunity for improvement

Aside from the unique circumstances of the 2020 pandemic, neither historic performance nor our ambition has, or can, see performance shift dramatically. This is because the base operating plan is the single biggest determinator of performance and not the effort or ambition of individual industry parties. A resourced and robust base operating plan – resourced with enough crew, rolling stock, and margin to absorb delay – is essential for improved train performance. Performance collapses when these elements are out of sync, with minor delays snowballing into cancellations and in a tightly timetabled network.

Network Rail is taking incremental action to improve timetables, collaborating with operators to improve timetable deliverability; using simulation tools like TRENO and RailSys to assess options; and carrying out industry assurance on timetable readiness. Material performance improvements depend on base plan reform and requires cross-industry agreement under the network code.

CP7 performance forecasts

Our plans are built to provide the best possible performance within available funding, balanced with wider outcomes and commitments. The ambitious plans our regions have developed drive bottom-up forecasts, driven by the aggregated impact of performance risks and improvement schemes. Regions forecasts and a summary of plans are provided in the annex. At a network level, we expect improvement for T-3 and cancellations compared to 2024/25. We forecast a slight decline in Network Rail attributed delay minutes per 1000 train miles from 2024/25 including the impact from the East Coast Mainline Timetable change, but a marginal improvement on CP6 exit.

Table 2: Summary of forecasted performance May 2025

	Actuals		Forecasts			
Great Britain	**CP6 Exit**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**
Time to 3	84.7 %	84.3 %	84.5 %	83.7 %	83.9 %	84.6 %
Cancellations	3.8 %	4.1 %	3.9 %	3.9 %	3.8 %	3.8 %
NR Delay/1000mi	33.2	32.2	32.3	34.5	34.0	32.6
England & Wales						
Time to 3	84.2 %	83.8 %	83.9 %	82.9 %	83.1 %	83.9 %
Cancellations	3.9 %	4.3 %	4.1 %	4.0 %	4.0 %	3.9 %
NR Delay/1000mi	34.6	33.9	33.4	36.4	36.0	34.4
Scotland						
STPM	89.9 %	89.7 %	90.7 %	91.6 %	92.5 %	92.5 %
Time to 3	88.9 %	88.4 %	89.5 %	90.4 %	91.1 %	91.1 %
Cancellations	2.5 %	2.2 %	2.3 %	2.3 %	2.3 %	2.3 %
NR Delay/1000mi	21.4	17.7	17.0	17.0	15.0	15.0

T-3 and Network Rail attributed delay per 1000 train miles

Our forecasts project CP7 exit T-3 that sustains higher punctuality than pre-pandemic and not consistently achieved for over 10 years. This has required ambitious plans to hold increasing risks steady, particularly pressure from external factors, the likely continuation of train crew challenges, ageing assets and the introduction of the East Coast Timetable in December 2025.

Figure 5: GB Time to 3 forecast trajectories over CP7

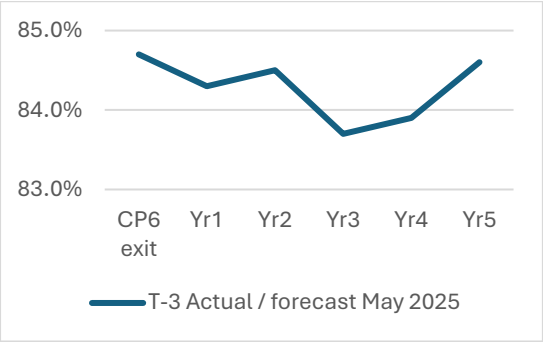
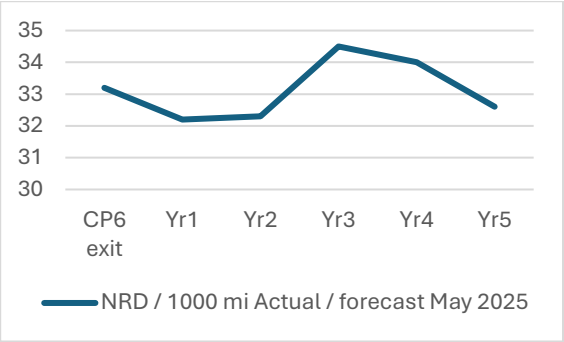


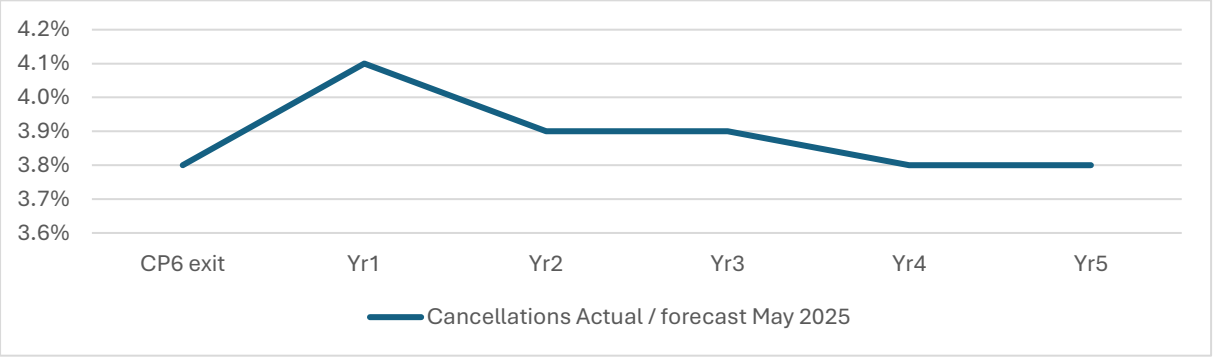
Figure 6: GB Network Rail delay per 1000 miles forecast trajectories over CP7



Cancellations

Our CP7 exit level cancellations forecast is an improvement from the year one position and level with CP6 exit. There are some commitments from operators beginning to address train crew challenges, and fleet renewal to support fleet reliability Further reduction of cancellations would require material progress in addressing train crew availability more widely across the network.

Figure 7: Cancellations forecast trajectories over CP7



CP7 performance drivers

Our performance plans identify and tackle the performance issues of today, as well as expected risks over the remainder of CP7 through mitigations and improvement schemes that align with operator plans and provide value for money. Within a fixed, and very tight, funding envelope, we aim to tackle the most significant performance risks. The waterfalls, below, show the forecast changes due to different drivers in England & Wales, as Scotland changes are modelled separately in line with the specific HLOS target for the Scotland Train Performance Measure. In many areas, performance improvement schemes are expected to hold risks steady at a network level which brings the net change to 0 %. This varies by region depending on the scale of risk an improvement opportunity.

Figure 8: England & Wales T-3 changes over years 3-5 of CP7

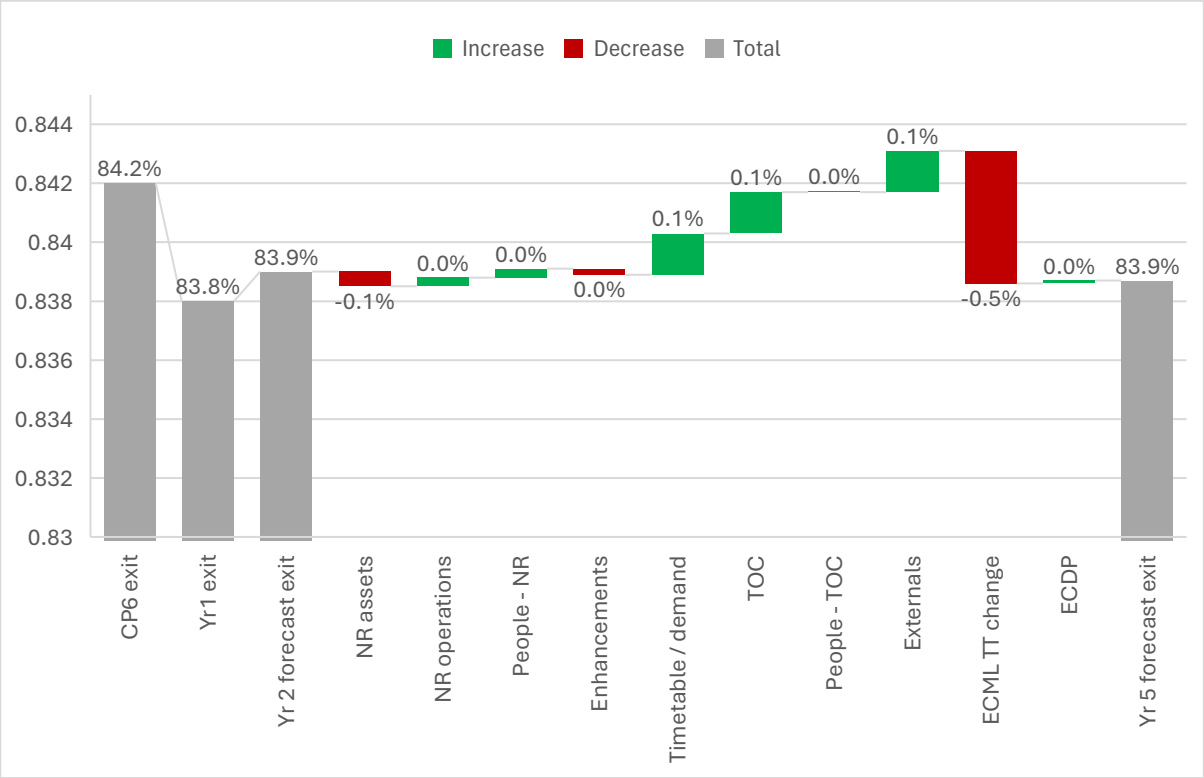
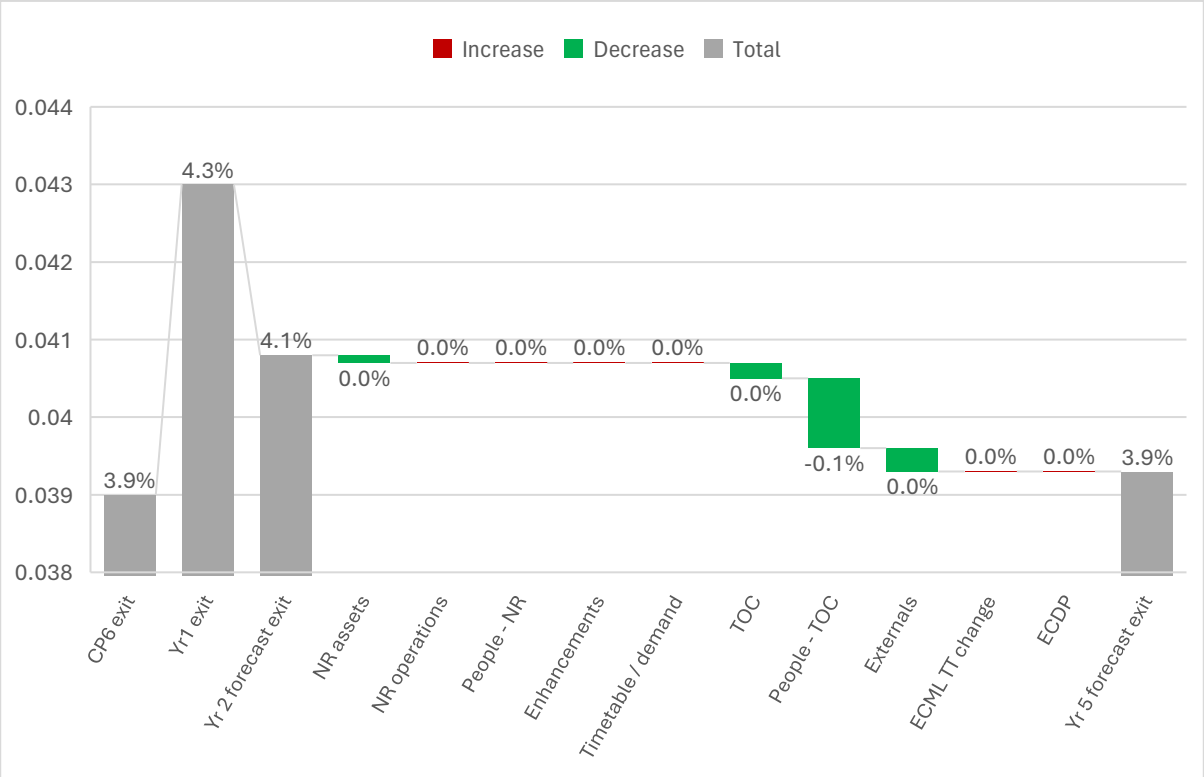


Figure 9: England & Wales Cancellations changes over years 3-5 of CP7



Assets

As recognised in ORR's CP7 Final Determination, as a result of how we have had to prioritise and allocate funding in CP7, average asset age is expected to increase. The composite sustainability

index, used to measure asset sustainability, is forecast to reduce by 2.6 % in CP7, with a corresponding 3.5 % increase in service affecting asset failures forecast. We are managing this risk as far as possible by prioritising asset renewals on performance critical lines of route (including Thames Valley in W&W, West Coast Mainline in NW&C and Midland Mainline in Eastern). In other areas, regions are tackling specific local asset risks, including track in Southern and signalling, and overhead line in Eastern. There are also continuous improvement activities at a network level, such as a review of points assets to understand and tackle the recent increase of failures.

Operations

Operational improvements in our plans include further embedding of Integrated Train Service Recovery (ITSR) principles, increased use of Luminate traffic management, introduction of ARS within some resignalling schemes, and resolution of operational issues arising following the recontrol at Peterborough.

Network Rail people

Filling signalling and maintenance vacancies and improving maintenance competencies is a continued focus in our plans to enable more effective response to incidents and service recovery. North West & Central (NW&C) and W&W both expect performance benefits in years 3 to 5 while other regions are already seeing benefits.

Enhancements

While enhancements will provide passenger benefits overall, they can reduce capacity and increase disruption during engineering work. The TransPennine Route Upgrade works are expected to cause a decrease in punctuality in Eastern and NW&C and WCML North works to support HS2 are expected to decrease punctuality in NW&C. We project performance benefits from enhancements due to the Manchester North West Transformation programme in NW&C and Victoria resignalling in Southern. In W&W, development of Old Oak Common station has been delayed until late CP7 deferring the anticipated performance risks.

East Coast timetable change

While this timetable change provides increased capacity for passengers and economic benefits, it is the single biggest risk to T-3 and Network Rail delay in our forecasts and outweighs the benefits of other timetable improvements in our plans.

Timetable changes have historically caused a short-term performance dip, but mitigations post implementation (e.g. adjustment of resource plans, regulating strategies and timetable amendments) have generally supported performance recovery over the following 12 to 24 months. Proactive application of lessons learned from previous timetable change is taking place, but extensive modelling projects that the ECML timetable change in December 2025 will lead to a sustained decline in performance due to increased capacity utilisation, shorter dwell times and accelerated train paths introduced by the new timetable. The initial impact of the new timetable is a 4.4 % decline in T-3 on East Coast Main Line immediately following the timetable introduction in December 2025. By the end of CP7, compared to without the ECML timetable change, we expect T-3 to be 1.9 % lower in Eastern, 0.1 % lower in Southern and 0.5 % lower nationally.

Figure 10: comparison of T-3 trajectories with and without the impact of the East Coast Mainline timetable change

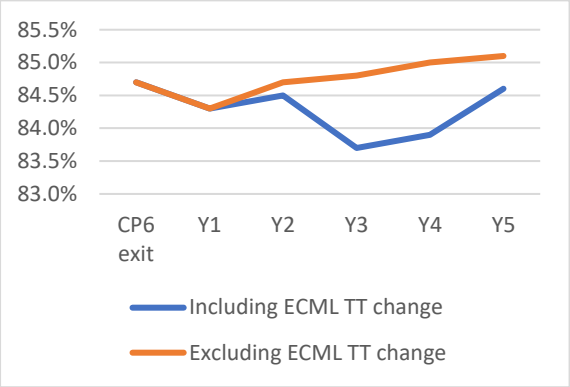
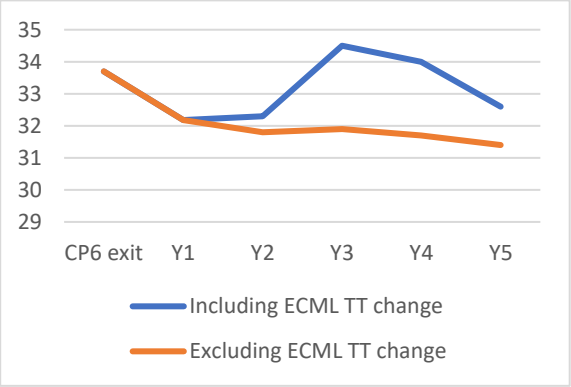


Figure 11: comparison of Network Rail attributed delay per 1000 miles with and without the impact of the East Coast Mainline timetable change



Timetable improvements

The base operating plan – the resourced timetable that aligns train paths with available traincrew and rolling stock – is the single most important foundation for train performance. Without a robust and deliverable plan, even well-maintained infrastructure and responsive incident management cannot prevent delays and cancellations. A reliable operating plan reduces day-to-day variability, improves recovery from disruption, and ensures that performance initiatives deliver their full value.

Material performance improvement would require fundamental timetable and resource change aligned across industry, which is not currently committed to by industry. However, all regions are focusing on continuous improvement of the base timetable with train operators where that is possible. Southern are working with SWR to deliver timetable changes underpinned by TRENO modelling to identify the impact of timetable delays and target key areas for timetable planning and improvement. There will also be iterative timetable improvement in Wales & Western, although the more fundamental change that would unlock further improvement would require agreement from industry. NW&C expect improvement from Northern timetable changes, but also a risk from the re-introduction of services on the West Coast Mainline.

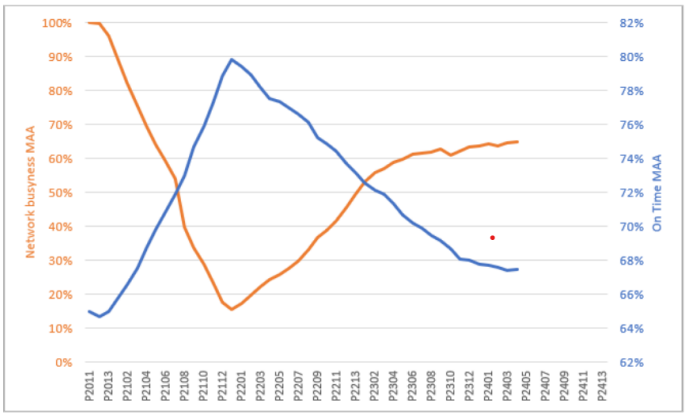
East Coast Digital

ETCS digital signalling will be introduced alongside traditional signals on the ECML between Hitchin and Welwyn. We anticipate similar challenges in operational delivery as the Northern City Line (NCL), which saw a 4pp drop in On Time during an adjustment period. Multiple operators, complexity of incident management compared to the NCL and less flexibility in the timetable all indicate that the impact will be more significant than on the NCL. Eastern region will manage a phased introduction of ECML ETCS to help protect performance, but this is not expected to fully mitigate performance challenges. Performance improvement is expected when traditional signals are out of use beyond the end of CP7.

Passenger and freight growth

The relationship between network busyness and performance shown below demonstrates that increasing network busyness creates more pressure on performance. This is due to more congestion on the network, reduced flexibility to recover when incidents occur, and more passengers putting pressure on station dwell times. Year one saw a 5.1 % growth in freight moved, freight train kms increased by c. 10 % and steady passenger growth. Industry forecasts project further passenger growth over CP7, further increasing traffic on the network and pressure on passenger train performance delivery.

Figure 12: network busyness in relation to train performance



Note: Network Busyness is a product of train count percentage and footfall

Train crew

Train crew availability is currently the biggest cause of cancellations. In addition to the direct impact, the availability of train crew affects the recovery from other types of incidents. Resolving the issues will require different solutions across different operators including recruitment to fill vacancies and address retirement profiles, recovering training backlogs, agreements on rest day working and changes to terms and conditions. There are some commitments from operators to tackle these issues included in our forecasts, notably the GTR recruitment programme and an SWR commitment to improve train crew availability, but many other operators have not been able to commit to improvement schemes. Where there are committed schemes, this will take time to take effect, so we expect gradual improvement in some areas from year 3-5 of CP7. Bringing Elizabeth Line staff into the integrated control centre has significantly improved communication, decision-making and incident response between Network Rail and MTR. It has enabled faster recovery from disruption, clearer shared priorities, and a more unified operational approach, contributing to stronger overall service reliability on W&W.

Fleet reliability

Fleet replacements generate reliability benefits but typically follow a bath-tub curve with an early dip in reliability while new and old fleets are in operation and teething problems are being ironed out. Delays and poor initial reliability in some ongoing fleet roll-outs, including Merseyrail and TfW, have caused significant local performance issues over the last year but are expected to improve as the issues are addressed. Improvements in our forecasts include continued rollout of new Avanti West Coast and West Midlands Trains fleets in NW&C, renewal of GWR class 175s in W&W, East Midlands fleet renewal in Eastern, and SWR fleet renewal in Southern.

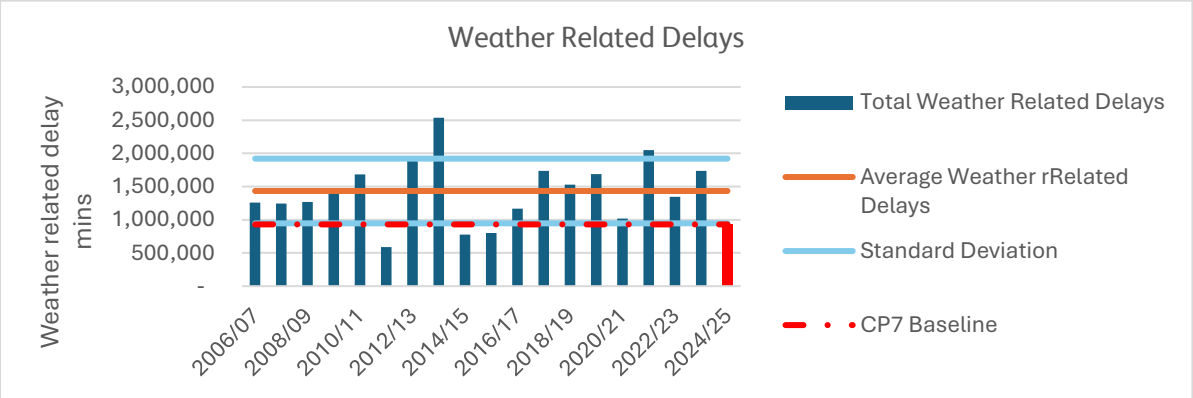
However, several risks remain on fleet reliability where operators are not able to commit to resolving current issues, or further decline is forecast. This includes Chiltern's fleet, which has no committed and funded replacement, and the Northern 15x fleet, which both have current reliability challenges. Additionally, fleet availability may be impacted by the significant maintenance requirements to manage the decreasing reliability, as well as enabling wider performance benefits through ETCS fitment (e.g. the existing Avanti fleet).

Increasing frequency and severity of weather impacts

Severe weather impacts on-the-day operations and the condition of our assets over the short, medium and long term, such as longer dry spells impacting the track bed and faster degradation of our assets due to changing climate. This is in addition to the normal seasonal weather challenges. The long-term projection shows increasing risk from severe weather, but the more material risk in CP7 is the variability of weather. Analysis of weather-related delay over the past

19 years shows a wide range, with a standard deviation of almost 500,000 delay minutes, c.34 % of the average. Weather impacts in the baseline year (P10 2023/24 – P09 2024/25) were materially (c. 30 %) lower than the long run average impact of weather, so a return to average levels in the remaining years of CP7 would present further headwinds. Regions have assessed this for their respective plans and included risks and mitigations relevant to their local challenges.

Figure 13: Variability of weather-related delays (total attributed minutes) and comparison of baseline year to average



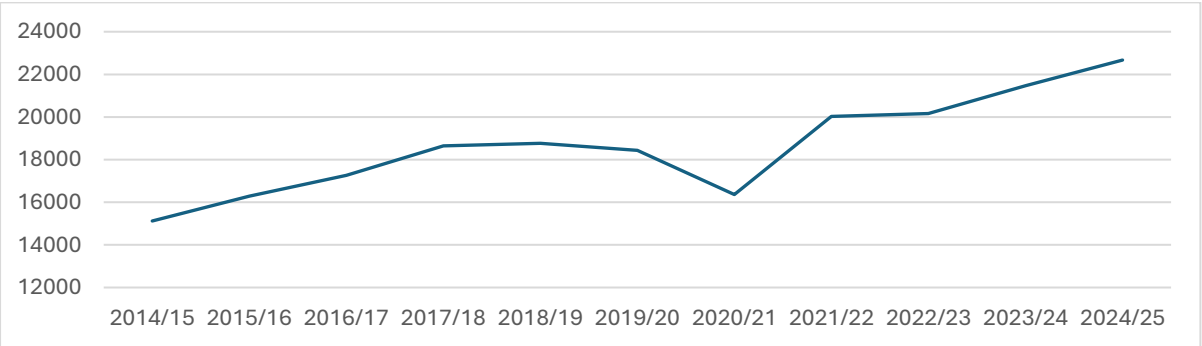
In CP7, we are investing around £2.6bn in activities and technology to help our network better cope with extreme weather and climate change, across core asset management and dedicated resilience activity. The proportion of assets renewed in any control period is a very small fraction of the total asset base, and in CP7 the average age of our assets will increase. Typically, this makes our assets more vulnerable to extreme weather they were not designed to withstand. To supplement our weather resilience and climate change adaptation plans, our plans also include schemes that help us to better forecast, and therefore prepare for, severe weather, and operational procedures to keep running trains safely during times of disruption.

PRIMA (Proportionate Risk response when Implementing Mitigating speeds to Assets) enables advance agreement of operational restrictions in response to severe weather. A trial in Scotland has demonstrated that the primary delay per train, under a blanket speed restriction, was successfully reduced by a third with a corresponding reduction in reactionary delay. Meanwhile, GUSTO (Gales: Use of Speed-restrictions Targeted to Operational risk) is a decision support tool to reduce the need for blanket speed restrictions and target smaller areas instead through data driven risk assessments. Regions have built these improvements into their forecasts.

External incidents

Nationally, external incidents have been steadily increasing over the past ten years, as shown in the chart below, principally associated with trespass, despite targeted campaigns and interventions.

Figure 14: count of external incidents by financial year



At the same time, the impact of these incidents has been increasing, partly as a result of changing industry and societal attitudes to risk leading to a greater propensity to stop services when incidents occur. A recent 'sprint' study has generated new insights into the patterns of trespass, highlighted the lack of an integrated industry strategy and shown gaps in the effective use of data and sharing of learning to support more effective response. This is informing specific workstreams with industry, including changes in approach to communication campaigns and trials of new technology. We expect this work to enable us to mitigate the increasing risk, but it does not yet provide a clear path to material improvement.

However, the railway cannot mitigate these issues alone. Improvements in incident management are expected through the multi-agency RailSAFE agreement and associated briefing and training programme. However, there is a risk that recent cuts to BTP funding will adversely affect response to incidents. Regions also have a range of improvement schemes in their plans for suicide and trespass prevention, including hardening measures such as fencing to restrict access and more targeted response to mental health issues.

Potential network-level risks and opportunities

Our bottom-up modelling is based on robust evidence and only includes committed and quantified schemes. We have also explored potential performance impacts beyond those that are committed and quantified, though it would not be appropriate to base forecasts and targets on uncertain risks and opportunities.

Key opportunities may lie in:

- **Whole industry alignment on funder ambitions**. Under the Network Performance Board (NPB), the industry is collectively exploring the feasibility and required action to deliver material performance improvement, which funder ambitions indicate would be 90 % T-3 and 2 % cancellations. Noting this will require whole-industry action, this work will seek to set out the real, practical steps industry can take and trade-offs required. Delivering it consistently at scale would need structural reform, cross-industry commitment, and time. Without those foundations in place, such targets remain aspirational rather than deliverable.
- **Longer term TOC improvement schemes**. While we know that traincrew shortages are the biggest contributor to cancellations, and we can broadly quantify the impact of resolving issues based on the level of decline, most operators are not in a position to make firm commitments due to funding and business plan timescales. Reducing train crew cancellations over the next few years is a key focus for NPB.
- **Industry reform**. Industry reform has the potential to enable a step change in performance through closer industry working generally and integrated performance / business planning within GBR, and by making easier major changes such as timetable and access improvements through GBR as the directing mind. Our region plans already account for closer industry working as far as possible in the current industry structures. However, more fundamental change isn't likely to be unlocked until legislation has passed, with GBR stood up and several TOCs brought into GBR. We do not expect these more fundamental opportunities to be realised until CP8, not least because the opportunities that GBR provides, whilst significant, cannot take effect from 'day 1' (given the time to develop plans in light of new legislative arrangement, GBR coming into organisational form and because fundamental changes to timetables may still require substantial time to develop and implement).
- **Industry continuous improvement and ongoing performance management**. In addition to discrete performance improvement schemes, our teams work with operators on a daily basis to tackle performance issues as part of 'business as usual'. While there can

be improvements emerging from that continuous approach, there are also new risks emerging all the time, which BAU performance management focuses on resolving. To gain further improvement from this, we would require more mature, robust performance management approaches across the whole industry. We expect this to be unlocked further by industry reform, particularly to enable TOCs to plan to a longer timescale than the current contractual and funding arrangements allow.

- **Industry innovation.** The Industry Performance Improvement Fund established in the England & Wales CP7 settlement provides £40m across our four England & Wales regions to enable innovation in performance improvement. The fund has been well used in CP7 year one, with several promising trials and pilots funded. The fund was not scaled to enable full rollout of promising pilots so we do not expect material performance improvement beyond the small trials underway. If funding were secured to enable roll out, there are several opportunities that could provide further benefit. There are also funds dedicated to performance improvement in Scotland, and Scotland region is working with operators to identify improvements. These will close the 'unknown stretch' gap in the Scotland Train Performance trajectory rather than provide benefits beyond our Delivery Plan trajectory.
- **Unconfirmed infrastructure enhancements**. Our plans only include enhancements that have a Final Investment Decision. If confirmed, there may be future performance benefits from enhancements including Rugby power supply upgrades which would provide benefits on West Coast Main Line South.

Key risks lie in:

- **Impact of the Spending Review.** Government's Spending Review covering years 3-5 of CP7 has resulted in a funding stretch for Network Rail in England & Wales of £165m for the final three years of CP7, in addition to the existing financial challenges. It is not yet clear how the conclusions of the Spending Review will impact operators' plans. This submission is based on the funding position for Network Rail and assumptions operators have provided on their future performance risks and schemes as of May 2025.
- **December 2025 timetable change**. While we do now have certainty that the East Coast timetable change will go ahead in December 2025, which was not assumed in our previous CP7 forecasts (i.e. in the 'indicative' year 3-5 values set out in the CP7 Final Determination), the actual impact this will have on performance is still extremely uncertain despite extensive industry modelling.
- **New Elizabeth Line concessionaire**. Any service changes under the new concessionaire for the Elizabeth Line have not been reflected in our forecasts, as there was very limited information available to Network Rail as we developed our latest plans.
- **Operator performance incentives**. Potential changes to operators' contractual performance metrics to reflect the different priorities of their markets may not support overall T-3, delay and cancellations delivery. We will provide further information to ORR in due course on how an alternative monitoring approach could mitigate this.

Summary of regional plans

Eastern

Eastern's plan is designed to improve base operating plans, enhance asset reliability, and address external and weather-related delays across its four operating routes.

Table 3: May 2025 Eastern performance forecast trajectories submitted to ORR

	Metric	CP6 exit	Year 1	Year 2	Year 3	Year 4	Year 5
Eastern	Time to 3	85.7%	85.0%	85.5%	81.9%	82.3%	84.6%
	Cancellations	3.7%	3.9%	3.6%	3.5%	3.4%	3.4%
	NRD / 1000 mi.	28.8	28.4	28.5	35.3	34.6	30.3

Figure 15: Performance drivers impacting May 2025 Eastern T-3 forecast trajectories submitted to ORR

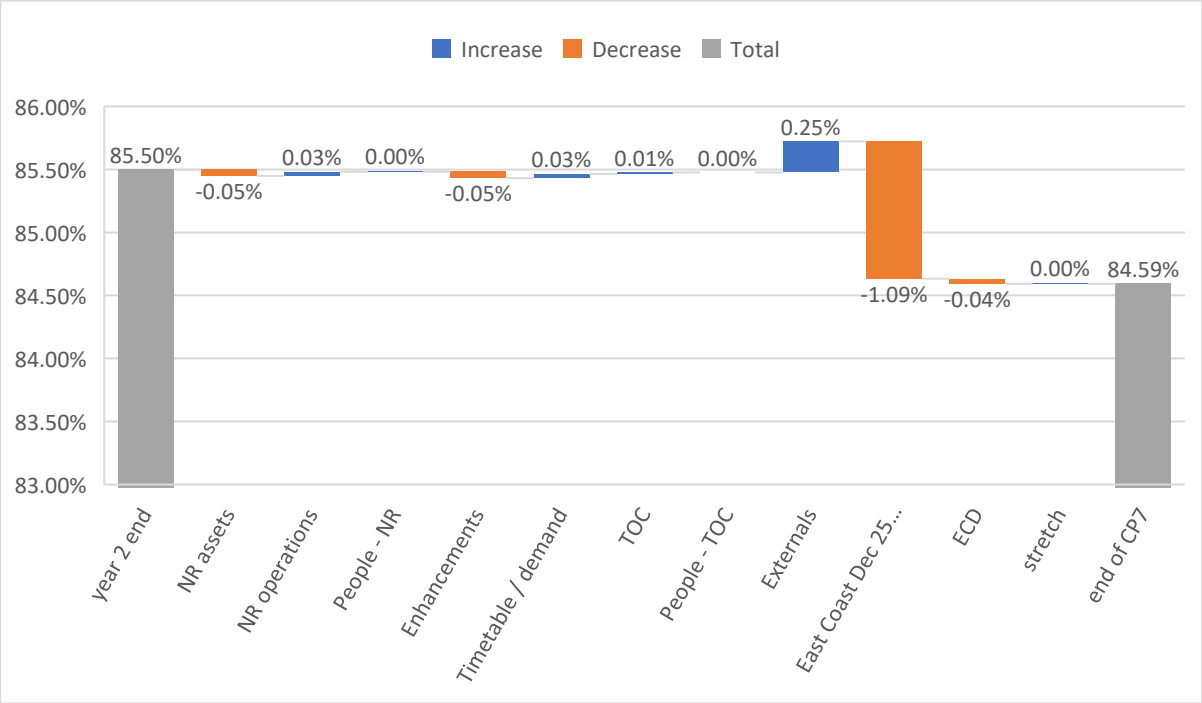
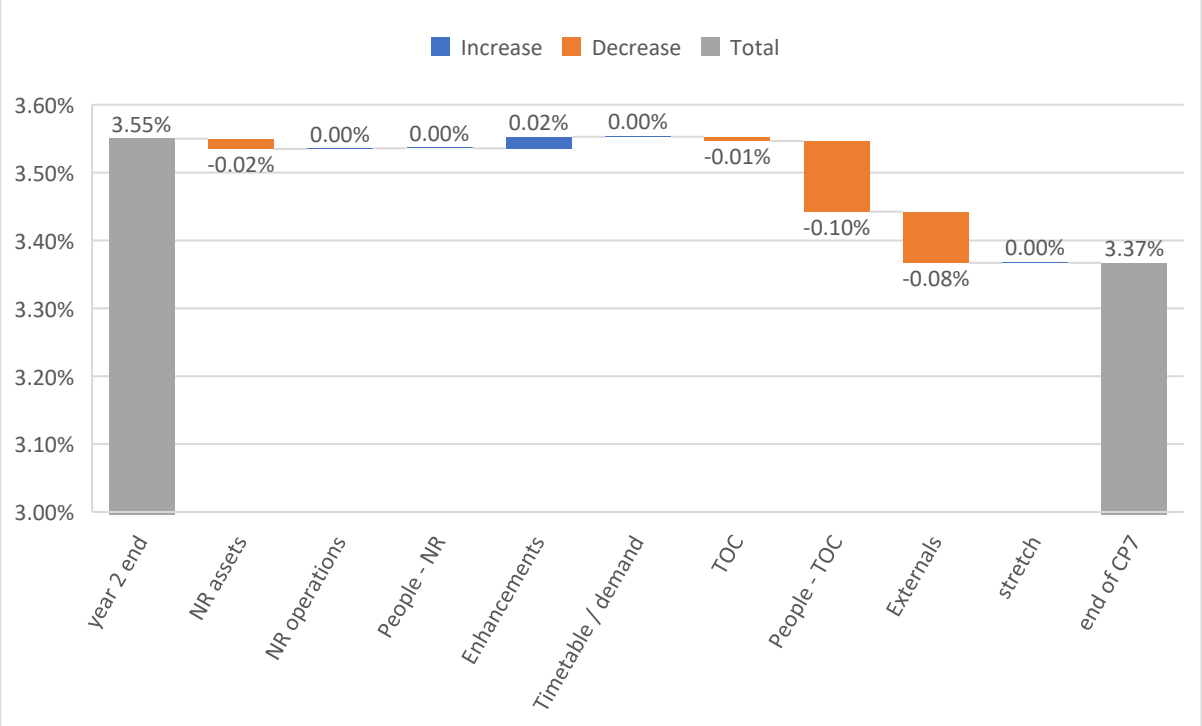


Figure 16: Performance drivers impacting May 2025 Eastern Cancellations forecast trajectories submitted to ORR



Eastern has an ambitious performance recovery plan in place for year 2, which our forecasts reflect and carry into future years' forecasts.

Eastern region faces significant headwinds, particularly the performance impact of the ECML December 2025 timetable change. While December 2025 timetable change provides increased capacity for passengers and economic benefits, it represents a major risk to T-3 and Network Rail delay in our forecasts. We forecast a year 3 dip in T-3 performance of 4.4 %, gradually improving to year 5. Further challenges include trespass, level crossing misuse, severe weather, aging rolling stock and operator resourcing.

Key initiatives include targeted improvements to timetables, route-specific hotspot interventions, vegetation and drainage management, increased use of remote condition monitoring, and partnership work with TOCs on depot operations and incident response. Investment has been prioritised to performance-critical locations, particularly on the ECML and Anglia's commuter routes, and on key assets including overhead line equipment.

Engagement with operators has been and continues to be robust to develop our plans, with route-level and regional working groups. We have adopted conservative assumptions for cancellation performance, reflecting unconfirmed commitments from TOCs on crew and fleet recovery. Our Eastern forecast is realistic and evidence-based with limited upside absent wider industry reform.

North West & Central

NW&C manages a complex, highly interdependent network covering on the West Coast Main Line and major urban centres like Birmingham and Manchester. Key challenges include timetable congestion, high reliance on crew-constrained TOCs (e.g. Avanti, WMT), long-standing rolling stock issues, and recurring weather and external incidents.

Table 4: May 2025 North West & Central performance forecast trajectories submitted to ORR

	Metric	CP6 exit	Year 1	Year 2	Year 3	Year 4	Year 5
NW&C	Time to 3	82.7%	82.5%	82.3%	82.2%	82.2%	82.2%
	Cancellations	4.4%	5.1%	4.7%	4.8%	4.8%	4.7%
	NRD / 1000 mi.	31.1	32.2	32.9	34.0	34.2	34.6

Figure 17: Performance drivers impacting May 2025 North West & Central T-3 forecast trajectories submitted to ORR

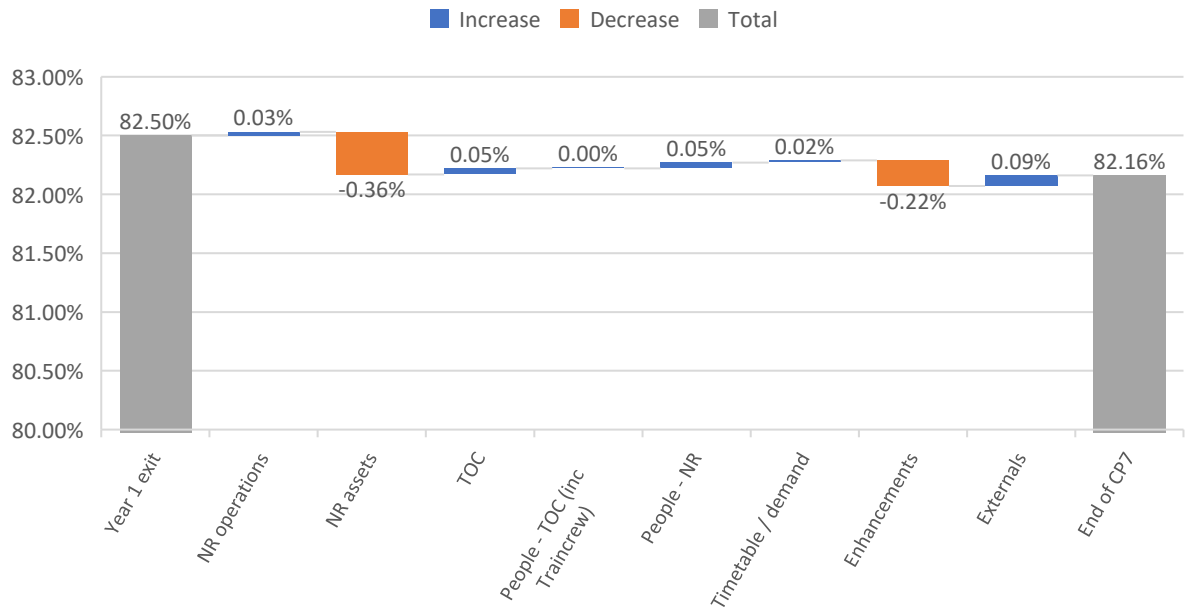
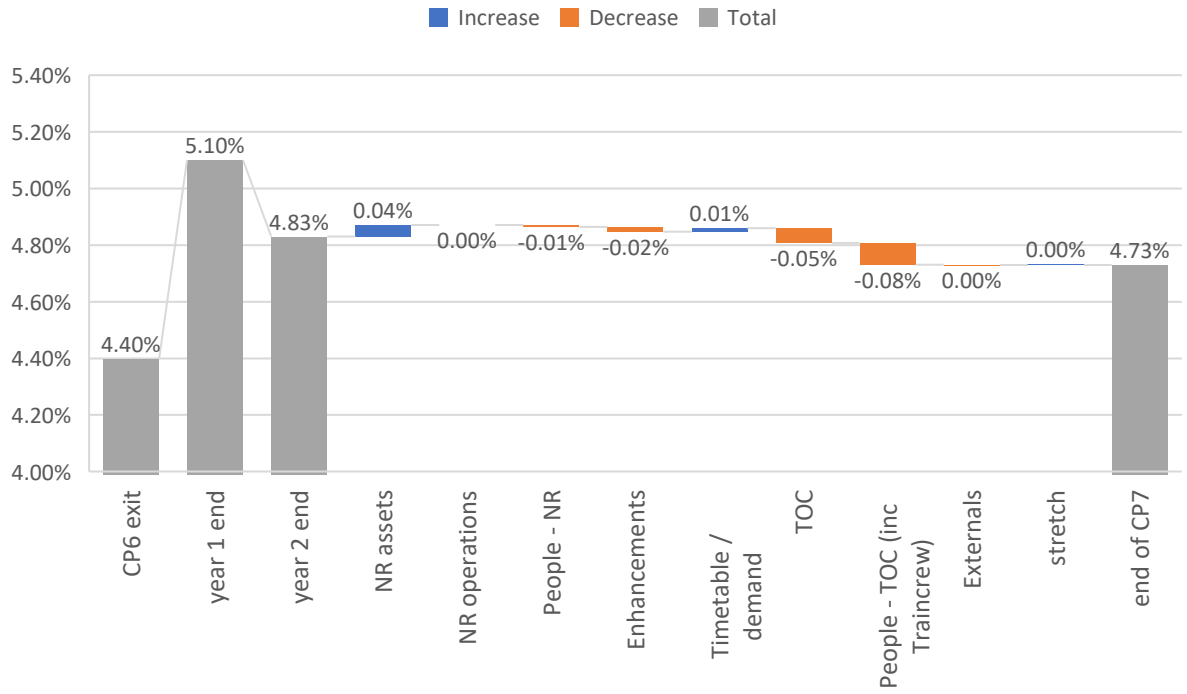


Figure 18: Performance drivers impacting May 2025 North West & Central Cancellations forecast trajectories submitted to ORR



Our plan outlines a comprehensive regional plan aligned with national themes. This includes targeted incident prevention (vegetation, drainage, fencing), remote condition monitoring (OLE, points), and performance-critical asset renewals (e.g. Stafford, Coventry).

Notable schemes include PRIMA and GUSTO rollouts, data-led hotspot interventions, and regional performance learning boards. The plan integrates recovery protocols and traincrew planning improvements in partnership with Northern, TPE, and Avanti. Prudent assumptions were used for cancellation improvements unless formally committed by operators.

Scotland

Scotland's performance strategy is shaped by a relatively stable operating environment with integrated working between Network Rail and ScotRail, supported by a strong regional performance culture. Nonetheless, the region faces persistent weather-related risks and the operational challenges of rural single-line routes and older rolling stock.

Table 5: May 2025 Scotland performance forecast trajectories submitted to ORR

	Metric	CP6 exit	Year 1	Year 2	Year 3	Year 4	Year 5
Scotland	STPM	89.9%	89.7%	90.7%	91.6%	92.5%	92.5%
	Time to 3	88.9%	88.4%	89.5%	90.4%	91.1%	91.1%
	Cancellations	2.5%	2.2%	2.3%	2.3%	2.3%	2.3%
	NRD / 1000 mi.	21.4	17.7	17.0	17.0	15.0	15.0

Scotland's plan initiatives are grouped under five themes: better operating plans, day-to-day running, incident prevention, recovery, and organisational enablement. These align with Scotland's WRCCA (Weather Resilience and Climate Change Adaptation) strategy.

Key initiatives include joint response protocols with ScotRail, investment in traffic management technology, seasonal preparedness and weather resilience activity (particularly fleet Sanding

enhancements to support autumn performance), timetable resilience improvements and increased vegetation clearance.

Scotland's forecast takes a cautious view on operator-led recovery, despite shared aspirations with ScotRail for improved crew and fleet resilience. Improvements from train crew shortages are reflected in our forecasts. The plan reflects a realistic, tailored performance outlook based on the region's specific risks and strengths.

Southern

Southern's CP7 years 3–5 forecast is shaped by high-density commuter operations, multiple operators, and a legacy timetable with limited flexibility. The region faces significant challenges: traincrew shortages (especially for Southern and Southeastern operators), ageing fleet, rising external events, and poor resilience to small delays, especially in the Thameslink Core.

Table 6: May 2025 Southern performance forecast trajectories submitted to ORR

	Metric	CP6 exit	Year 1	Year 2	Year 3	Year 4	Year 5
Southern	Time to 3	86.2%	85.2%	85.0%	85.1%	85.2%	85.4%
	Cancellations	3.4%	3.9%	4.0%	3.9%	3.8%	3.8%
	NRD / 1000 mi.	42.3	42.1	42.5	42.3	42.1	41.8

Figure 19: Performance drivers impacting May 2025 Southern T-3 forecast trajectories submitted to ORR

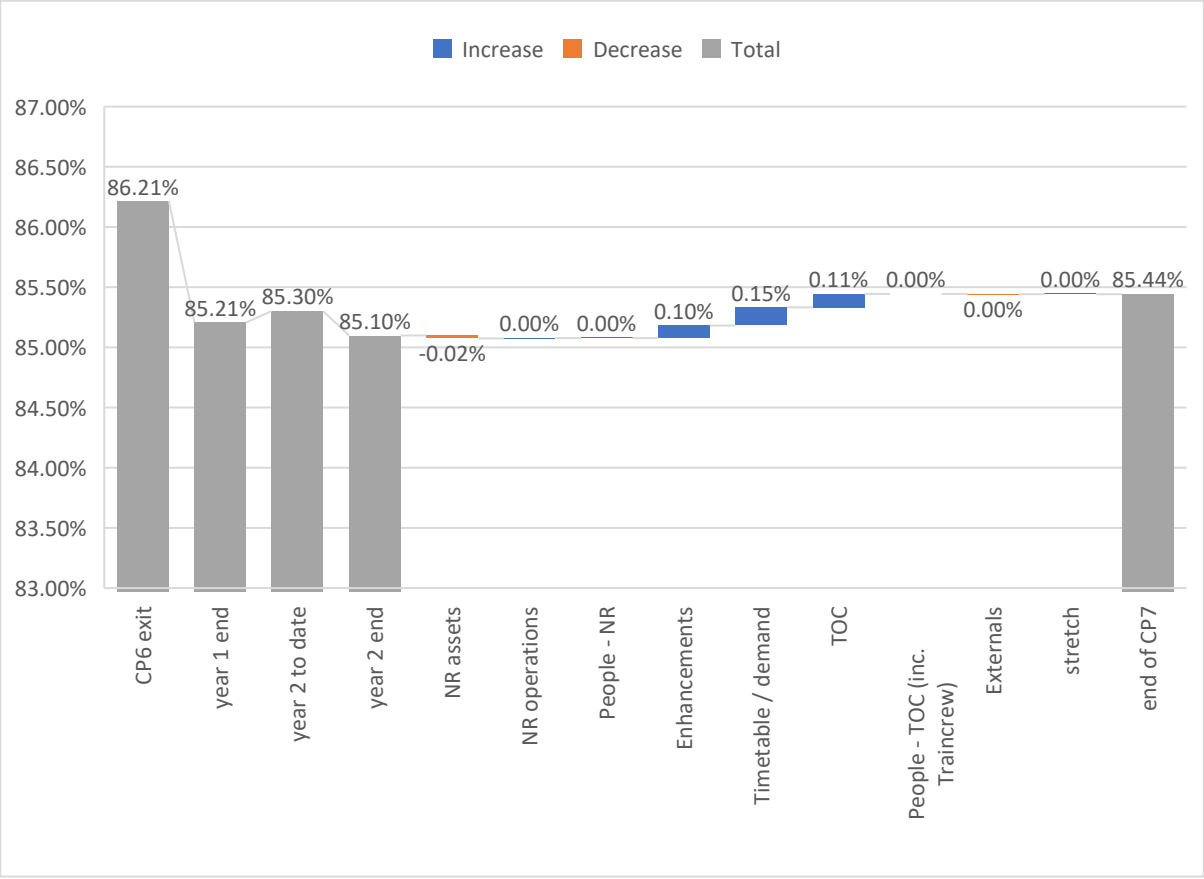
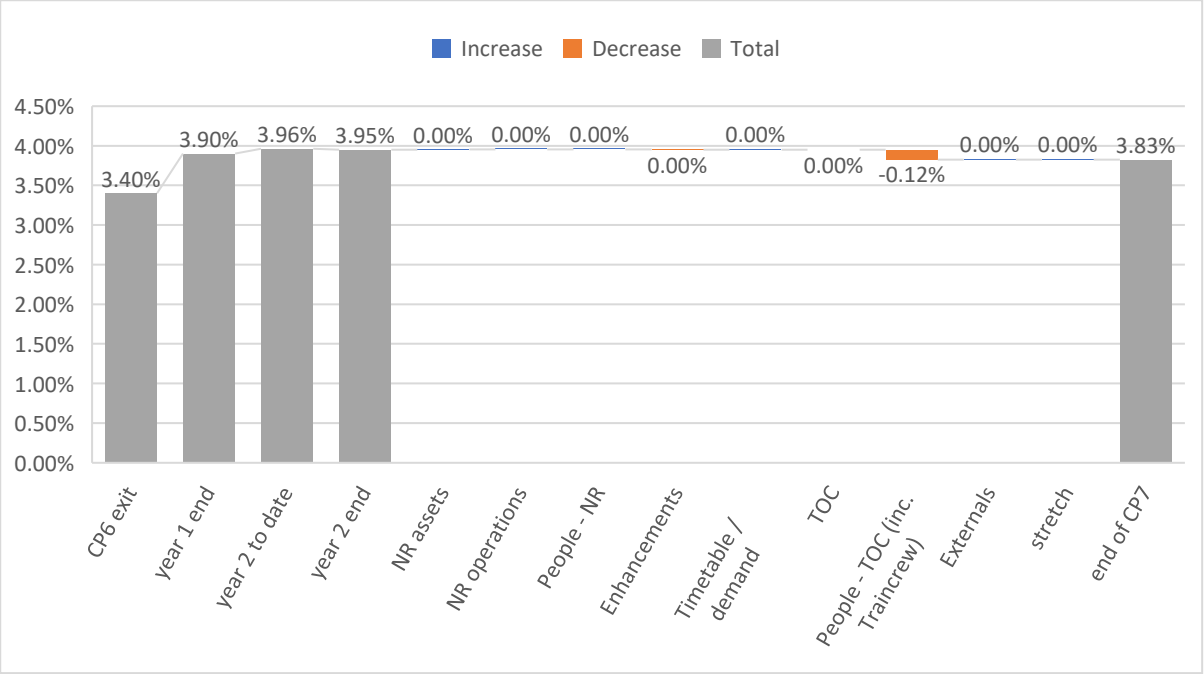


Figure 20: Performance drivers impacting May 2025 Southern Cancellations forecast trajectories submitted to ORR



The region's plan includes a broad range of targeted improvements, grouped under four strategic themes: better day-to-day running, improved response and recovery, stronger operating plans, and organisational enablers.

Examples include hot weather resilience upgrades in Kent, changes to Train Planning Rules, signal failure reduction in Sussex, and better delay attribution. Strategic schemes include the Wessex timetable improvement, Project 94 for GTR traincrew management, and close alignment with Southeastern's driver recruitment pipeline.

Southern's operator engagement is well established, with joint forums in place. The plan also notes that future performance improvements depend heavily on TOC-side fleet renewal and crew availability. We have avoided assuming speculative TOC improvements where commitments are not confirmed.

Southern alliances

Delivering a reliable and punctual railway for customers is dependent on teams responsible for track and train working together. Irrespective of each business unit being at a different stage of their journey towards an integrated railway, the Southern Region approach is to act and behave as if we are one team, jointly focusing on empowering colleagues to remove the barriers that are stopping consistent delivery of the service our passengers expect on a daily basis. Only by working together will we be able to speed up innovation adoption and capture benefits quickly.

Elements of these integrated businesses have already started in the region with the new integrated leadership team structure on South Eastern Railway which has been designed to streamline decision making by grouping key functional areas together, including bringing together: drivers, signallers, MOMs and ECROS into a single Operations team; Train Planning and Access Planning in a single Planning team; Managed stations working alongside stations North and South; and Infrastructure and Fleet Maintenance working side by side for our new Chief Operating Officer.

In the west of the region, a joint integration project team has been appointed, bringing together experts from Network Rail Wessex, Southern Region, SWR, and NR's national functions.

Workstreams have already been launched, structured to focus on priority areas including communications, governance, safety, people, and cultural transformation. This has already led to operational changes such as collaborative Autumn Management Strategy Groups, a joint strategic management group to assure our response actions and mitigate the risk of SMD and a Joint Head of Continuous Improvement permanently appointed, working with both NR and SWR teams.

Alongside this, GTR COO and Sussex Route Director are working closely together, having brought their teams together over recent months and created joint dialogue between exec teams, noting also the cross-route interfaces which are eased by collaborative working.

It is still early days for these improvements and their impacts are unlikely to be fully leveraged until the end of CP7 so whilst these are undoubted positive steps their quantum hasn't been included in the 2+3 trajectories.

Wales & Western

Wales & Western's performance outlook reflects both the benefits from the implementation of the regions performance improvement plan but balanced against risk in areas of potential growth such as South Wales and Great Western mainlines. Headwinds include uncertainty in operator transformation plans including traincrew and fleet programmes, and increasing weather driven delays from flooding and landslips.

Table 7: May 2025 Wales & Western performance forecast trajectories submitted to ORR

	Metric	CP6 exit	Year 1	Year 2	Year 3	Year 4	Year 5
W&W	Time to 3	76.1%	78.6%	79.1%	79.5%	79.9%	80.0%
	Cancellations	4.9%	4.7%	4.4%	4.3%	4.3%	4.3%
	NRD / 1000 mi.	45.1	36.7	35.9	34.6	33.8	33.3

Figure 21: Performance drivers impacting May 2025 W&W T-3 forecast trajectories submitted to ORR

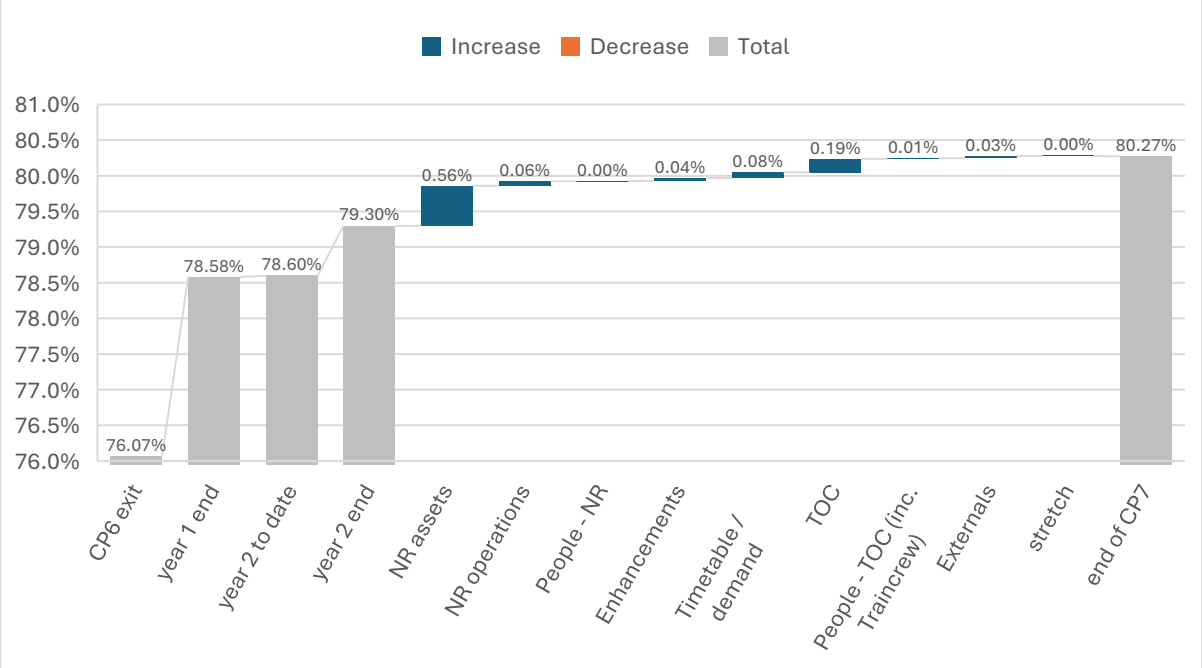
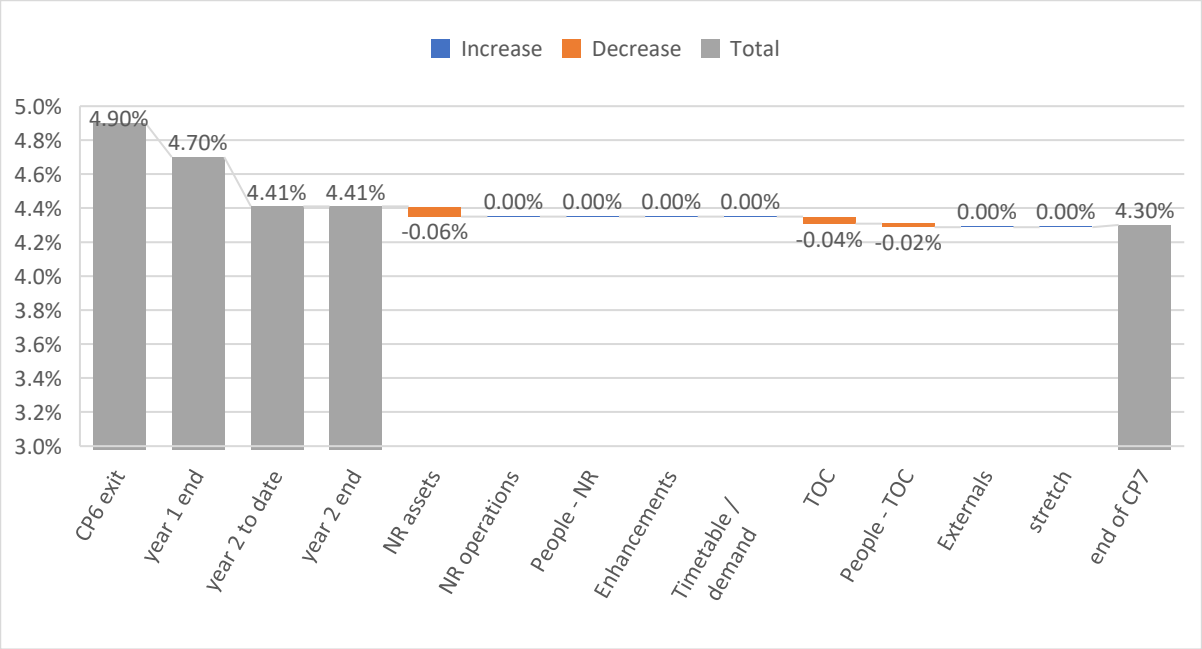


Figure 22: Performance drivers impacting May 2025 W&W Cancellations forecast trajectories submitted to ORR



W&W's plan contains numerous major improvement schemes. These include embankment and drainage resilience, point machine renewals, vegetation management, and targeted delay prevention.

The Cambrian and Heart of Wales lines are focus areas for climate adaptation. Operator engagement is strong, and we have taken a cautious approach to assumed TOC-led recovery, particularly where depot or driver expansion remains unconfirmed.

W&W is also investing in advanced monitoring (LiDAR, drone surveillance) and strategic tools to forecast risk. The region benefits from a stable timetable with limited CP7 changes, offering a platform for incremental but sustainable improvements rooted in asset performance and operational readiness.

Summary of key Network Rail performance improvement and mitigation initiatives

Initiative	Scope	Summary	Quantification
Asset Reliability			
Power Supply upgrades	Southern	Improve third rail and substation reliability. Cut traction-related delays. Focused on London/Southern commuter belt	Reduces cascading peak-hour failures
Level Crossing upgrades	Multiple Regions	Modernise or close risky crossings. Reduce misuse and high-delay events. Barrier installation, CCTV, closures	Reduces fatality and incident risk
OLE renewals	Eastern	Targeted overhead line upgrades. Cut SAFs from electrification failures. High-volume, high-risk locations (e.g. Peterborough)	Part of ETCS enabling package

PLPR & Track Geometry monitoring	Network-wide	In-service data capture. Improve track fault prediction. Plain Line Pattern Recognition systems	Reduces unplanned track faults
Remote Condition Monitoring	Multiple Regions	Sensors and CCTV for asset status. Enable predictive maintenance. Monitors switches, embankments, track	Reduces incident likelihood and duration
SID programme	Southern	Systematic infrastructure renewals (Southern). Improve asset reliability. Modular delivery of renewals on core routes	Planned CP7 scale-up contingent on funding
External Incidents (trespass, suicide, third-party)			
Trespass data analytics	Multiple Regions	Root cause and hotspot analysis. Inform prevention strategy. BTP, TOC and NR shared insights	Drives prioritisation of fencing and campaigns
Fencing & hardening	Multiple Regions	Physical security upgrades. Reduce trespass, external delays. Targeted on Eastern/NW&C hotspots	Part of external incident mitigation strategy
Mental health triage vehicles	NW&C	On-site triage during suicide/trespass events. Reduce incident duration, improve handover. Live in WCML N, Merseyside; expanding to Birmingham	Trespass delay up 19 %; this mitigates escalation
Network Management / Timetable			
Control Leadership Academy	Wales & Western	Training for incident management. Improve control response. Launched in W&W; scenario training and data use	Supports faster incident recovery
Wessex TT & Arterio fleet	Southern	Timetable and new fleet for resilience. Improve T-3 and reduce sub-threshold delay. Supports 2026/27 Wessex base plan and crew efficiency	Forecast partial benefits in CP7 year 5
Joint Performance Strategies	Multiple Regions	TOC-NR collaborative plans. Align targets, actions and accountability. Route-level agreements evolving into system plans	Used as governance base across regions
ECML TT readiness	Multiple Regions	Plan to absorb Dec 2025 timetable change. Minimise performance hit from TT congestion. Includes RailSys modelling, resource alignment	Avoids 4.4 % T-3 dip in Eastern, 0.5 % GB-wide
RailSys, TRENO	Network-wide	Performance simulation and analytics. Forecast and explain performance. Supports ECML planning	Underpins CP7 forecasts and planning
Quad partnership (Eastern)	Eastern	Cross-regional recovery alliance. Integrated timetable and asset strategy. Includes TPE, Northern, NW coordination	Addresses Eastern underperformance (-2.9 % T-3 year 1)

Integrated control (W&W)	Wales & Western	Joint NR-GWR ops control. Improve service recovery, incident decisions. Shared control room, integrated team	8.4 minute/1000-mile delay improvement
Traffic Management Systems	Multiple Regions	Digital regulation and dispatch tools. Reduce reactionary delay. Active deployment in 3 regions	Forecast 3-5 % delay reduction where deployed
Digital workforce strategy	Multiple Regions	Upskill NR staff in digital ops. Enable use of TMS, ETCS, PRIMA. Control staff, signallers, engineers trained	Supports digital rollout success
East Coast Digital Signalling (ETCS)	Eastern	Digital in-cab signalling rollout on ECML. Increase capacity, improve regulation. Part of East Coast Digital Programme, aligned to timetable risks	Short-term risk; long-term stabilisation in CP8
Severe weather & climate change			
£2.6bn asset investment	Multiple Regions	Targeted performance-critical renewals. Stabilise asset performance despite funding constraints. Focus on switches, crossings, OLE, high-impact routes	Addresses 3.5 % increase in SAFs, holds CSI decline to 2.6 %
GUSTO & PRIMA tools	Network-wide	Forecast and manage TSRs. Reduce unnecessary speed restrictions. Supports decisions on when to lift/hold TSRs based on weather	Manages +/-34 % YoY swing in delay minutes
Project Brunel	Wales & Western	Resilience and recovery programme in WW. Reduce SAFs and weather-driven delays. Integrated asset plan, vegetation, drainage, response upgrades	125,000 delay minutes saved YoY
Railhead Treatment Trains	Multiple Regions	Investment in RHTTs. Combat low adhesion/leaf fall. Boosts treatment capacity	Reduces seasonal delay variability
Seasonal preparedness	Network-wide	Weather readiness protocols. Reduce seasonal delay spikes. Vegetation, drainage, treatment trains	Targets 500k minute swing in annual delay