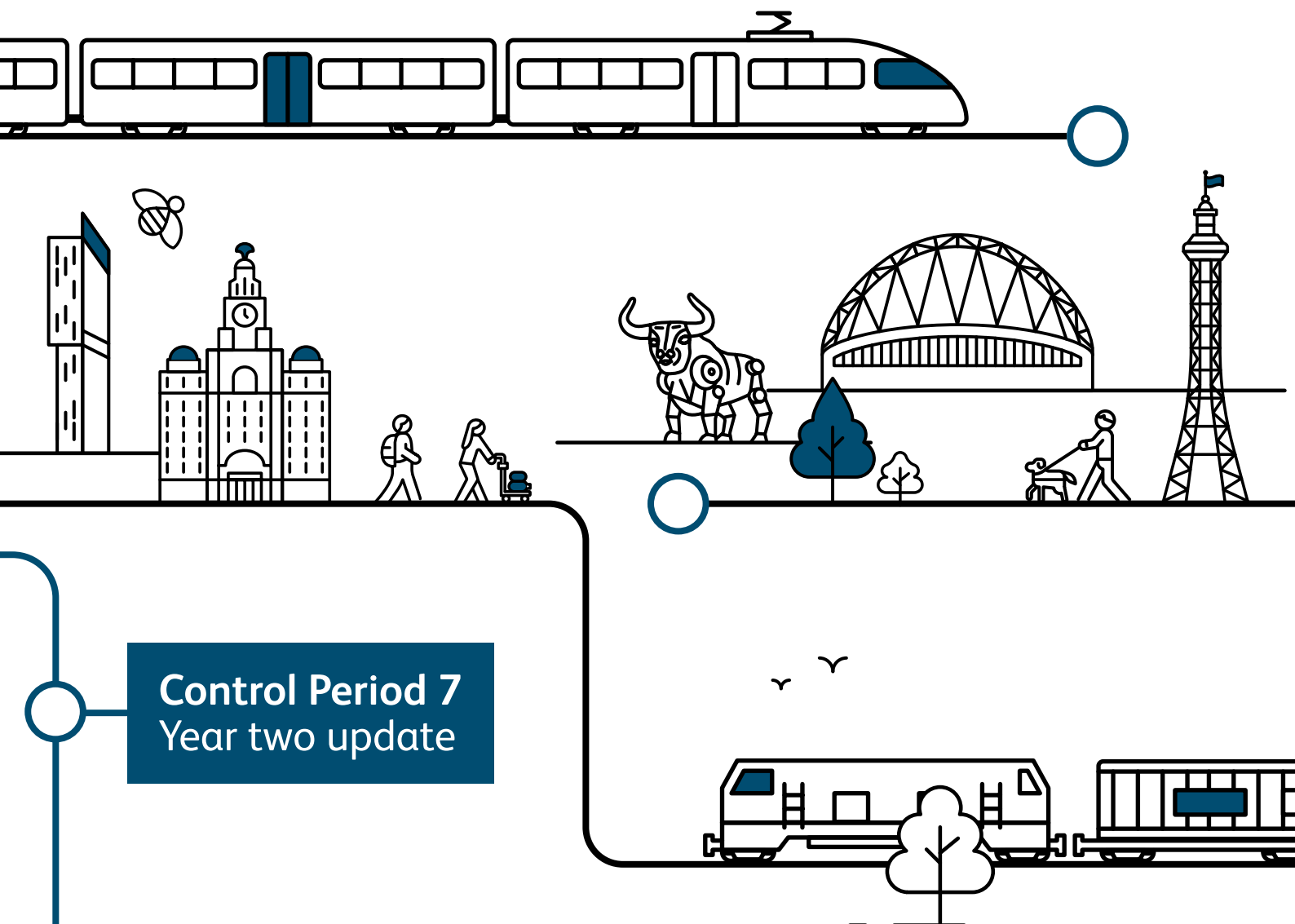




**North West
& Central**
Backbone of Britain



Our delivery plan for North West & Central



Control Period 7
Year two update

Foreword

North West & Central (NW&C) region's mission is to provide and operate safe, efficient, and reliable infrastructure for our passengers and freight users, to enable economic growth and social value. Our Delivery Plan translates our mission into the activities required to deliver what matters most to passengers, our colleagues, our customers and our communities.

Safety continues to be at the heart of everything we do with our focus on 'everyone home safe every day'. Workforce safety has improved over this year, with us outperforming our targets. Passenger safety at stations and level crossing safety have also improved this year. We've increased protection for our frontline colleagues, focused on improving local safety leadership, alongside delivering lift and escalator improvements at stations, closing level crossings, and we'll continue to build on these improvements next year.

Our Delivery Plan set out our commitment to deliver the best possible levels of passenger train performance within the funding available. While we have improved on On Time targets for train performance, the level of cancellations has been too high. We've seen common themes affecting performance including train crew shortages, rolling stock issues, isolated infrastructure incidents, the impact of severe weather and trespass and vandalism. We've embedded a whole rail industry system approach with train operators to inform joint performance plans. We committed to reducing the level of freight cancellations over CP7. Reducing the unnecessary one-off infrastructure incidents, that also affect passenger operations, has supported an improvement in freight performance over the year.

Passenger experience at London Euston station has not been acceptable and in October we developed a five-point plan to improve passenger experience, which we delivered to support the busy festive period. We'll continue to drive forward further improvements in passenger experience at the station, leading collaboration across the industry.

Our financial performance this year has been challenged by emerging risks that we've had to manage in addition to compensation

we paid because of train service delivery underperformance. As a result, we've had to make some tough trade-offs within our plans, balancing the impact on safety, performance and financial outcomes.

Our extensive Capital Delivery programme delivered several significant milestones including the TransPennine Route Upgrade, East West Rail passenger service authorisation, Basford Hall re-signalling and energisation of the Wigan to Bolton line.

We're focused on improving the sustainability of the railway, and in September 2024 we opened our 'green' depot at Bletchley, which is 63 % powered by solar electricity. Our focus over CP7 will be transitioning our road fleet to zero emissions vehicles, targeting recycling and waste management, improving energy efficiency in our buildings and delivering biodiversity plans.

We've made good progress in the first year of CP7 and remain committed to delivering our ambitious plans – putting passengers and freight users at the heart of everything we do.



Rob McIntosh
Managing Director, North West & Central

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Introduction to this document

Purpose and background

In March 2024, we published our CP7 delivery plan which set out our planned activities, outputs, and expenditure for operating, maintaining, and renewing the mainline railway infrastructure within North West & Central between 1 April 2024 and 31 March 2029.

This document provides an update on our progress in delivering our CP7 Delivery Plan and provides an overview of our updated plan for years 2-5 of CP7, clearly identifying any key changes compared to our March 2024 delivery plan.

Financial values expressed in this document are in cash prices (using the Office for Budget Responsibility's (OBR) November 2024 inflation forecast, unless otherwise stated).

2025 Spending Review

The 2025 Spending Review, covering the final three years of CP7 (i.e. April 2026 – March 2029), included consideration of Network Rail's OMR budget. The primary outcome is that a relatively small part of our budget has been recategorised under government accounting rules. In addition, we have received a £165m stretch to our plan (covering operational expenditure and income) across England and Wales over the three years.

We will consider the implications of this on our plan and deliverables and will reflect them in next year's Delivery Plan update, noting we don't expect our plans for year 2 to be impacted. Therefore, at this stage, we have not adjusted our planned income, expenditure, activities or outcomes in this document to account for the 2025 Spending Review. Whilst the 2025 Spending Review covers up to March 2030 for capital spend, capital spend in April 2029 – March 2030 will be determined through the Periodic Review process.

Who we are

Our region links London, Birmingham, Liverpool and Manchester, four of Britain's biggest cities and the main economic drivers of the country. It includes one of Europe's busiest mixed-use railways, the West Coast Main Line (WCML), which is the low carbon spine of our nation, with North West & Central (NW&C) representing 24 % of Britain's railway infrastructure. Our region has a proud heritage, but also an ambitious future. Our vision is a simpler, better, greener railway.

As a region we connect workers with jobs, people with loved ones, and goods to markets. We support economic growth and social value generation in communities across the North and the Midlands. We serve long-distance business travellers, leisure passengers and commuters.

The WCML continues to be one of the busiest freight routes in Europe, carrying 40 % of all UK rail freight traffic. This ongoing commitment to rail freight supports ambitious government decarbonisation targets and helps us to deliver a greener future by taking up to 76 heavy good vehicles (HGV) off the road, with each train producing 76 % less carbon emissions than an average HGV.

Through our three devolved route businesses (North West, Central, West Coast South), supported by Capital Delivery and our regional support functions, we aim to deliver a great service for passengers, freight customers, communities and taxpayers, while enabling local economic growth.

From April 2025, delivery of the Transpennine Route Upgrade (TRU) enhancement programme will be managed and overseen within Eastern region, having previously been included in the North West and Central DP24. TRU is a major programme of railway improvements aimed at providing better journeys for passengers travelling across the Pennines from Newcastle, Hull, and York towards Manchester and Liverpool via Leeds.



1.3m
passengers each weekday

over

8,000
employees



North West Route

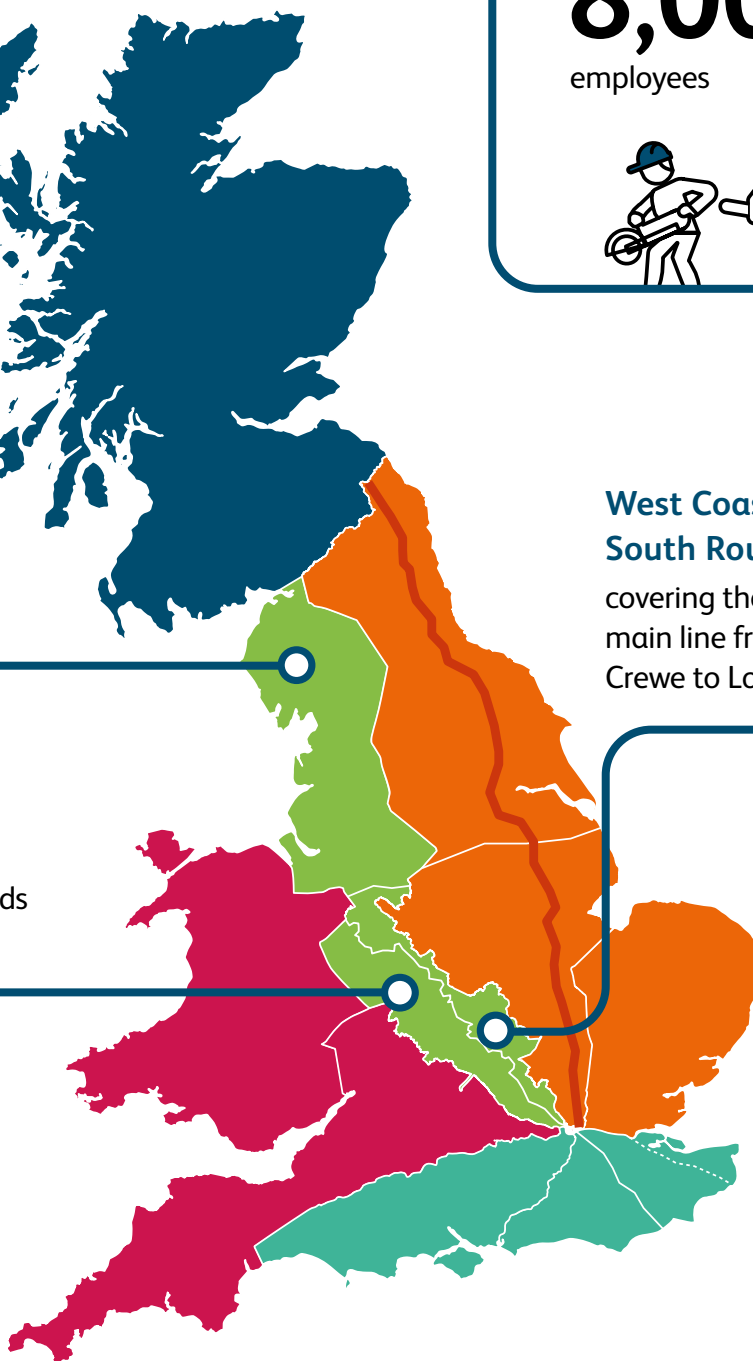
covering Manchester, Liverpool, Lancashire and Cumbria

West Coast Mainline South Route

covering the West Coast main line from south of Crewe to London Euston

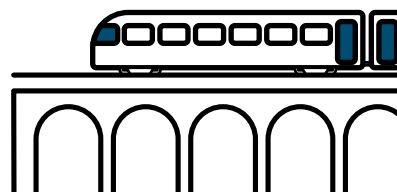
Central Route

covering the West Midlands and Chiltern areas



7,100

bridges



Our vision and strategy

In this section we provide an overview of our vision, strategy and outcomes and highlight any changes since our March 2024 CP7 Delivery Plan.

Our national vision: simpler, better and greener

Simpler. We'll play our part in improving the service we give to our customers, unifying the railway to make it easier for people to choose rail, while growing passenger and freight numbers.

Better. We'll 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. By making rail simpler and better, we'll attract more people to the cleanest, greenest form of mass transport, while reducing our own carbon footprint.

Our national strategic themes












We have six national strategic themes that underpin our vision, with our plans for CP7 aligned to each theme. 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.



Our 2024 to 2029 plan on a page

Our March 2024 CP7 Delivery Plan followed almost three years of detailed planning and analysis, throughout which we engaged with our stakeholders to understand their priorities and reflect these in our plan.

We're almost at the end of year 1 of CP7 and have continued to update and refine our plan. The table below reflects our priorities and outcomes for the control period. We have seen a few changes from the original plan, namely in freight growth and direct efficiencies.

Network Rail theme	NW&C strategic Must	Our targets and priorities for CP7
 Safety	Safety, Health and Wellbeing 	<ul style="list-style-type: none"> • Sustain the workforce safety improvements made in CP6, with Workforce FWI at 0.050 by the end of CP7. • Deliver key milestones to improve passenger safety.
 Train Service Delivery	Service 	<ul style="list-style-type: none"> • Maintain a good level of passenger train performance, with On Time improving to 63.3 % ** and passenger cancellations reducing to 3.0 %. • Improve passenger satisfaction at our managed stations with a target survey score of 65.6 %. • Reduce Freight Cancellations to 1.0 %. • Support Freight growth of 6.3 % by the end of CP7.
 Customers & Communities		
 Sustainable Growth	Sustainable Growth 	<ul style="list-style-type: none"> • 21 % reduction in carbon emissions by the end of CP7. • 4.0 % net gain in biodiversity.
 Efficiency	Efficiency 	<ul style="list-style-type: none"> • Control our finances robustly to ensure we spend every pound of our settlement wisely. • Deliver over £808m of direct efficiency savings.
 People	People 	<ul style="list-style-type: none"> • Improve our colleague engagement from 50 % to 52 %. • Create a robust strategic workforce plan, improving how we plan people resource for the future. • Upskill our leaders and line managers through new development programmes.

* Fully allocated costs are £10.7bn, £8.2bn of which are directly incurred by NW&C with remainder allocated from national functions, reflecting agreed allocation principles.

**On Time for years 3-5 is subject to a reset of the targets by the end of year 2.



Safety

Our ambition

Safety is at the heart of everything we do and throughout CP7 we will continue to focus on our mission of ‘everyone home safe every day’.

Our key 2024-2029 safety objectives and forecasts

- Sustained improvements in workforce safety, to ensure no life-changing and life-ending injuries over the entire Control Period. We measure this by using the industry recognised Fatality Weighted Index (FWI).
- Sustained improvements in passenger safety, delivering 20 ‘Passenger Safety Milestones’ this year, activities that all improve passenger safety. We are currently forecasting to be on target for delivering our milestones.
- Sustained improvements in public safety, reducing our level crossing risks by 3 % each year.

Progress in Year 1 of CP7

We’re making good progress in year 1 of CP7. We’ve met our target of reducing level crossing risk by 3 % by permanently closing a footpath crossing, introducing miniature stop light crossing systems at two level crossings and by upgrading and delivering renewal works at other level crossings.

We’re outperforming our FWI target of 0.070, following a challenging start to the control period due to an increase in slips trips and falls.

To reduce the number of workforce safety incidents we’ve focused on localised safety leadership, delivery of safety training and improvements to protection for our trackworkers.

To improve passenger safety, we’ve introduced crowd safety management and passenger flow risk assessment at all managed stations within the Region and put in place a live risk register and action plan with an adequate governance and assurance process.



Key initiatives

Our key initiatives remain the same as detailed in our delivery plan, these are:

- Equip our Health & Safety professionals with the right competencies to provide guidance and advice.
- Implement more reliable controls to protect our workforce from trains when accessing the infrastructure – track worker safety initiatives.
- Implement systems to minimise road vehicle risks and protect drivers, passengers and the public – we'll ensure vehicles are checked, safe and legally compliant.
- Provide an independent assessment of compliance through a Stations Safety Level 2 Enterprise Risk Register, to allow for positive and constructive findings to be shared between our managed stations.
- Level Crossing Risk Reduction Programme – interventions to make crossings safer for users.
- Reduce the risk of signals being overrun to ensure safety across our lines – this includes reviewing on-board cab footage to identify potential signals passed at danger (SPAD) scenarios and inform a targeted approach to interventions which reduce SPAD risk.
- Health hazard hygiene sampling plan to ensure our risk controls are appropriate to manage exposure to noise, vibration, asbestos, respirable crystalline silica & welding fumes.
- Investment to upgrade small plant to reduce incidence of hand arm vibration syndrome.
- Mental health and wellbeing campaigns and mental health first aid training.

		23/24	24/25	25/26	26/27	27/28	28/29
Fatalities and Weighted Injuries (FWI)							
	■ DP25	0.078	0.070	0.064	0.059	0.055	0.050
	— DP24	0.091	0.070	0.064	0.059	0.055	0.050
Train Accident Risk Reduction (TARR)							
	■ DP25	90 %	96 %	95 %	95 %	95 %	95 %
	— DP24	87 %	95 %	95 %	95 %	95 %	95 %
Personal Accountability for Safety (PAFS)							
	■ DP25	262	249	205	184	166	149
	— DP24	253	228	205	184	166	149

Note: Grey columns are confirmed outturn for past years. Lighter coloured columns are forecasts for the current year. Darker coloured columns show our latest forecast against our original Delivery Plan.

■ denotes March 2025 Delivery Plan forecast. — denotes March 2024 Delivery Plan.



Train service delivery

Our ambition

Our overall aim is to give passengers and freight users the highest level of train performance possible, so we get them where they need to be, on time. Throughout CP7 we will remain relentlessly focused on optimising train service and freight performance.

Our key 2024-2029 train service delivery objectives and forecasts



Passenger:

Our core objective is to deliver the highest levels of train performance possible for passenger.



Freight:

Our region plays a vital role in achieving the national rail freight growth target of 7.5 % in CP7. Our core objective is to deliver the highest levels of freight performance possible for customers, ensuring the reliable movement of goods.

Progress in year 1 of CP7

We've worked collaboratively with our lead operators to identify performance risks and opportunities to develop robust forecasts and targets. During year 1 we've experienced higher levels of passenger cancellations than forecast due an increase in the impact of external events (flooding, lineside fires, and trespass) alongside fleet and train crew challenges. We're outperforming our Delivery Plan target for year 1 for punctuality of services (on time) across the Region. We're delivering in line with our forecast for freight cancellations.

Key initiatives

We're committed to improving train performance whilst recognising the significant uncertainty in forecasting and target-setting for train performance.

We're working closely with industry partners to review and reset train performance metrics, regulatory targets and industry delay compensation parameters for years 3-5 of CP7. In year 2 we'll focus on joint performance improvement initiatives with aligned metrics

Working with our industry partners we have developed joint industry performance plans which include the below initiatives.

- Improving the base timetable plan and mitigating timetable change risks.
- Improving our asset reliability.
- Reducing the impact of climate change and developing our weather resilience plans.
- Minimising the impact of disruption to our customers.
- Mitigating external event impact on our delivery (trespass, vandalism, and suicide).

		23/24	24/25	25/26	26/27	27/28	28/29
Passenger On Time*							
	DP25	63.4%	63.4%	62.9%	63.1%	63.2%	63.3%
	DP24	63.1%	62.9%	62.9%	63.1%	63.2%	63.3%
Passenger Cancellations							
	DP25	4.4%	5.0%	4.5%	3.3%	3.2%	3.0%
	DP24	3.9%	3.7%	3.5%	3.3%	3.2%	3.0%
Freight Cancellations							
	DP25	1.2%	1.1%	1.0%	1.0%	1.0%	1.0%
	DP24	1.4%	1.0%	1.0%	1.0%	1.0%	1.0%
Freight Growth (net tonne kilometres)							
	DP25	-	3.2%	4.2%	5.0%	5.5%	6.3%
	DP24	-	1.7%	3.4%	5.1%	6.8%	8.6%
Composite Sustainability Index (CSI) (CP7 change % pts)							
	DP25	-	-	-	-	-	-3.8%
	DP24	-	-	-	-	-	-3.2%
Composite Reliability Index (CRI)							
	DP25	0.3%	-3.8%	-6.7%	-6.9%	-7.7%	-8.4%
	DP24	-	-2.7%	-3.4%	-3.9%	-4.5%	-4.9%
Service Affecting Failures (SAFs)							
	DP25	5,334	5,250	5,429	5,465	5,507	5,547
	DP24	5,441	5,523	5,572	5,607	5,624	5,631

Note: Grey columns are confirmed outturn for past years. CSI and CRI targets are set against a CP6 baseline.

Lighter coloured columns are forecasts for the current year. * Performance on Network Rail Network only.

Darker coloured columns show our latest forecast against our original Delivery Plan.

■ denotes March 2025 Delivery Plan forecast. — denotes March 2024 Delivery Plan.



Customers & communities

Our ambition

We're seen as an efficient and trusted public sector transport partner by our passengers, stakeholders and lineside neighbours.

Our key 2024-2029 customers & communities objectives and forecasts

- To be the best in class in responding to customers, communities and partners in a timely manner.
- Provide excellent customer service and advance warning to limit the reactive number of complaints and information requests across the region.
- Our three routes consistently achieve customer survey scores of 10 and above, out of 15.

Progress in year 1 of CP7

Each of our routes has developed a stakeholder plan that provides greater visibility of our key activities to key stakeholders (e.g. Ministers, Mayors, MPs, Local Transport Bodies, Community Rail, Train, and Freight Operating Companies).

We have also run a communications campaign to encourage our lineside neighbours to sign up to digital notifications, so they get regular updates on any work we are undertaking in their area.

Key initiatives

- Through effective and clear passenger information during planned and unplanned disruption, we're working to drive up our passenger wavelength score.
- In advance of each period, the route community relations teams prioritise the closing down of longstanding cases, with the support of senior management if necessary for resolution.
- We'll continue to notify local businesses and residents in advance of disruptive works via written correspondence, digital notification, door knocking and community events.
- In autumn, each route has held their own Parliamentary receptions to educate our new influx of MPs on their CP7 business plan priorities.

		23/24	24/25	25/26	26/27	27/28	28/29
Passenger Satisfaction (Wavelength)							
	DP25	7.83	7.86	7.86	7.60	7.70	7.81
	DP24	7.77	7.80	7.80	7.60	7.70	7.81

Note: Grey columns are confirmed outturn for past years. Lighter coloured columns are forecasts for the current year. Darker coloured columns show our latest forecast against our original Delivery Plan.

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Efficiency

Our ambition

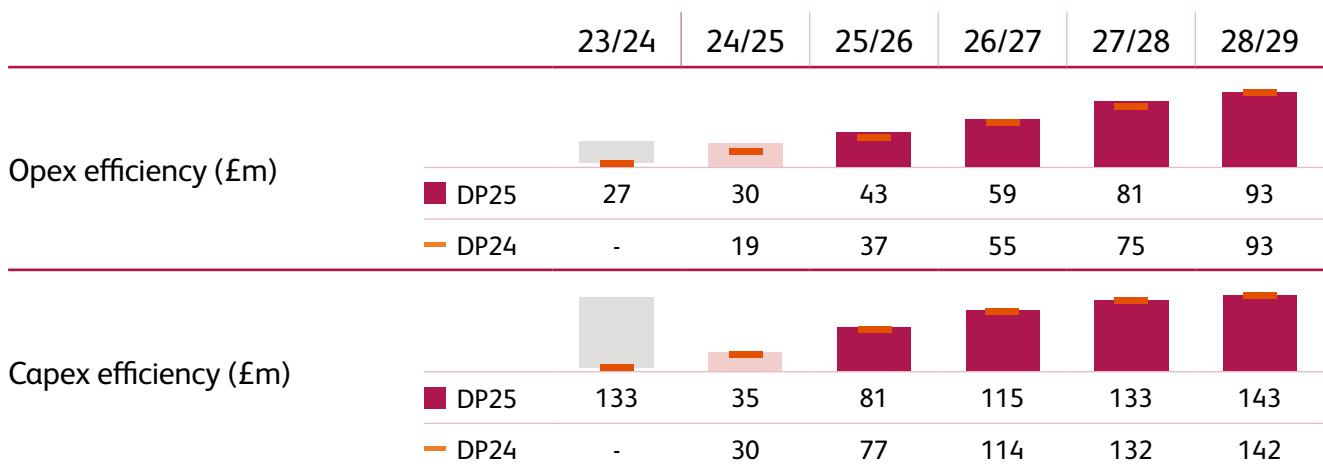
Building on successful delivery of our CP6 efficiency targets, our CP7 plans commit us to continuing our efficiency journey, leading the industry to do things better together, getting more for every pound in the ground and supporting our people to be more productive. We'll achieve this through increased innovation, greater use of technological solutions and improved collaboration.

Progress in year 1 of CP7

- In the first year of CP7, we've increased our efficiency targets, and now aim to deliver over 10% of operating expenditure and 15% of capital expenditure of direct efficiencies.
- We've further developed our efficiency plans (those delivered through collaboration with Route Services, and through our new regional operating model). We're achieving this through closer collaboration with operators to ensure we're making the best financial decisions for the industry in its entirety.

Key initiatives

- The programmes & initiatives by which we plan to deliver efficiency remain consistent with those set out in our Delivery Plan.
- These include:
 - efficient possession planning delivered through project SPEAR (Strategic Planning Engineering Access Reform)
 - capital delivery transformation
 - commercial & procurement
 - commercial property & workplace management
 - industry reform
 - intelligent infrastructure
 - research and development.



Note: These targets are from a CP6 exit baseline. Lighter coloured columns are forecasts for the current year. Darker coloured columns show our latest forecast against our original Delivery Plan.

■ denotes March 2025 Delivery Plan forecast. ■ denotes March 2024 Delivery Plan.



Sustainable growth

Our ambition

Our goal for CP7 is to improve our environmental stewardship and to optimise the social value of our activities. Our plan supports delivery of Network Rail's Sustainability Strategy and will deliver environmental benefits.

Our key 2024-2029 sustainable growth objectives and forecasts

- Achieve net zero carbon emissions by 2050 and deliver continual improvements to air quality.
- Prepare the railway to minimise the impacts of climate change by 2050.
- Achieve biodiversity net gain by 2035.
- Reuse, recycle or redeploy all our non-hazardous infrastructure materials by 2029 and embed Circular Economy thinking into the rail industry by 2035.
- Promote and develop the social value of our railway.

Progress in year 1 of CP7

We've updated our forecasts for reductions in scope 1 and 2 carbon emissions, to account for changes to how emissions are calculated for zero emission vehicles – how the effects of grid decarbonisation are represented, and more knowledge of our renewals work bank.

Biodiversity upskilling and projects have been implemented in year 1 including Operation Green with the maximum gain to be realised at the end of the Control Period.

Key initiatives

- Our approach to climate change adaptation, protecting biodiversity, moving to a more circular economy and promoting social value of the railway remains the same.
- Our strategy remains the same for reducing our scope 1 and 2 carbon emissions by maximising opportunities for carbon savings within our buildings renewals programme and seeking third party funding for larger opportunities within our buildings.

		23/24	24/25	25/26	26/27	27/28	28/29
Carbon Emissions – Scope 1 & 2 Reduction (CP7 change % pts)							
	DP25	-29 %	-2 %	-5 %	-9 %	-14 %	-21 %
	DP24	-25 %	-2 %	-5 %	-9 %	-14 %	-21 %
Biodiversity Units Net Gain (CP7 change % pts)							
	DP25	-	0 %	1 %	2 %	3 %	4 %
	DP24	-	0 %	1 %	2 %	3 %	4 %

Note: These targets are from a CP6 exit baseline. Lighter coloured columns are forecasts for the current year. Darker coloured columns show our latest forecast against our original Delivery Plan.

■ denotes March 2025 Delivery Plan forecast. ■ denotes March 2024 Delivery Plan.



People

Our ambition

Our people are our most important asset. In CP7 we will continue to invest in our people, developing a right-sized workforce with the skill set to succeed now and in the future.

Our key 2024-2029 people objectives and forecasts

- Have the right people, in the right roles, doing the right work.
- Develop consistent leadership behaviour that brings our values to life every day.
- Create a talent and skills plan that keeps pace with technology and future workforce needs.
- Build a 'one team' ethos by engaging our employees in the work they do and empowering them to bring their whole self to work if they desire.

Progress in year 1 of CP7

Changes of the NW&C Operating Model

– At the start of CP7 we went live with our reorientated operating model. It set out to build on and strengthen our previous structure, through empowering routes with ambition and enhanced accountability. We have reformed our regional functions to enable them to better support the routes to deliver more effectively for passengers and freight users. This remains a key priority for NW&C with a focus on embedding the changes and the new ways of working to maximise the benefits.

Our Operating Model Reorientation

went live to devolve further and enhance routes, giving them more levers to deliver. Post implementation, we led an independent review of the reorientation effectiveness with views taken from internal and external stakeholders, generating improvement plans to help us achieve and build on the reviews aims.

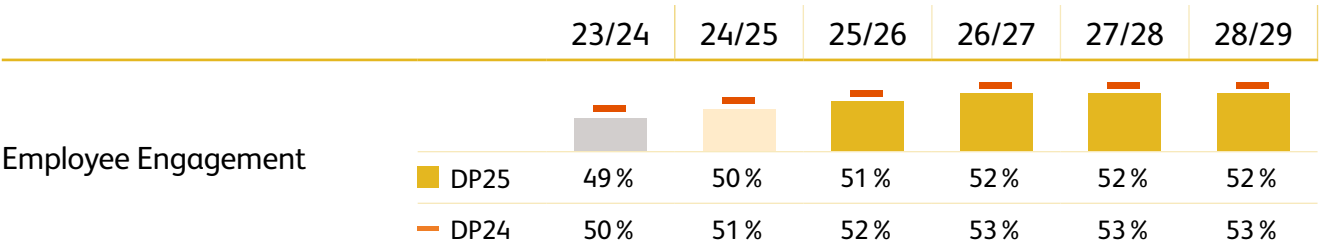


Key initiatives

- **Line Manager Development (LMD)** – Through an embedded and sustainable leadership development programme for all frontline managers, we will equip them with the appropriate knowledge, skills, and behaviours to be effective leaders.
- **Regional Leadership Group Development (RLG)** – We're equipping our routes to deliver against enhanced accountabilities, through a sustainable development programme. This is designed to equip senior leaders with the appropriate knowledge, skills and behaviours to deliver effective leadership and achieve NW&C's business results.

- **Strategic Workforce Planning (SWP)** – We're creating a robust strategic workforce plan, enabling NW&C to effectively plan people resource for future Control Periods.

In addition to our employee engagement targets, we're tracking our progress by monitoring improvements in our headcount, succession pipeline, vacancy gap, sickness absence, diversity and inclusion, training, employee relations cases, all line managers completing the LMD programme by the end of CP7 and external accreditation and benchmarking.



Note: Grey columns are confirmed outturn for past years. Lighter coloured columns are forecasts for the current year. Darker coloured columns show our latest forecast against our original Delivery Plan. ■ denotes March 2025 Delivery Plan forecast. ■ denotes March 2024 Delivery Plan.



Our income and expenditure

Introduction

In this section we provide an overview of our CP7 year 1 income and expenditure (based on a forecast as of February 2025) and our planned income and expenditure for years 2–5 of CP7, highlighting any changes from our March 2024 CP7 Delivery Plan.

CP7 operations and support

Operations

Our operational delivery teams continue to sustain and deliver the benefit from the successes of CP6 through our people, technology and processes. We'll continue to invest in our people by focusing on maintaining competent staff to manage the challenges the weather has on the railway to ensure passengers are kept moving safely. We're also trialling new technology such as the 'Wind Model' a web-based tool for supporting decision making in the event of gale force winds.

Support

Our support teams include Finance, Human Resources, Engineering, Passenger Directorate and Property. These teams provide expertise and guidance to our routes, enabling them to succeed. Our CP7 plans support the delivery of key Environmental and Sustainable Development (E&SD) and Weather Resilience and Climate Change Adaption (WRCCA)

To support the delivery of these initiatives we are:

- Transitioning of our road fleet to zero emission vehicles.
- Investing in crime and security to prevent and/or raise awareness of trespass and suicide on the railway.
- Investing in additional resources to support structures examinations compliance.

Maintaining and renewing our railway (including other capital expenditure)

Our asset management plans include our planned maintenance and renewals activities, with both activities intrinsically linked, as well as reactive asset management activity.

As set out in our March 2024 Delivery Plan, in light of the tight funding settlement, we identified opportunities to reduce our core asset renewals expenditure by obtaining further life from our assets through increased minor works and maintenance activity.

Our safety risk assessment framework for CP7 assesses the impact of a shift in the risk profile resulting from lower planned level of renewals and identifies mitigations. Over the past year, we've embedded the safety risk assessments into national and regional assurance processes and have used these to assess changes to our asset management plans throughout the year. We'll continue to iterate and develop the safety risk assessments, initially focused on Electrical and Plant assets over the next year.

Table 1 provides a high-level overview of our key priorities by asset type as well as our planned volumes. For years 2-5 of CP7, we have reprofiled and slightly reduced our renewals volumes, noting these are currently subject to ongoing internal review. We are working to mitigate any impact the small reduction in renewals volumes might have on train performance over the remainder of CP7, in particular by protecting the assets that have the greatest impact on how the railway performs for its customers and undertaking additional maintenance where needed.

Table 1: Our planned CP7 renewals volumes (March 2025 vs March 2024 delivery plan).

Asset type	CP7 priorities (and any key changes)	Volumes	
		Total CP7 March 2024 Delivery Plan	Total CP7 March 2025 Delivery Plan
Track	Critical track renewals at Manchester Piccadilly and Hanslope Junction to improve asset reliability and performance.	715km plain line 545 S&C units	704km plain line 491 S&C units
Off track	Renewals of fencing, level crossing decks and vegetation management to ensure risks and hazards are reduced in our lineside environment.	244km	327km
Signalling	Continued focus on life extension of conventional and mechanical signal boxes, including lineside equipment. Renewing signalling systems on the West Coast Mainline North to introduce the latest signalling technology – European Train Control System.	2,173 SEUs	3,173 SEUs
Level crossings	Prioritising safety through level crossing closures at Marston and Kempston. Renewals at level crossings across the region will maintain reliability and safe operation.	53 volumes	61 volumes
Structures	Renewals in CP7 will manage high risk asset types based on capability, condition, and risk to the network. With a particular focus on post tension bridges and retaining walls.	91,219m ²	89,786m ²
Earthworks	Earthworks schemes will focus on sites at the highest risk from adverse weather events, including Ashton Heath and Worlestone Embankment.	8,020 volumes	5,218 volumes
Drainage	Recognising the increased risk from severe weather, our drainage renewals target the areas at highest risk of flooding. Innovation in surveying our drainage assets continues to give us the latest data for quick, responsive decision making.	122,101m	116,530m
Buildings	Passenger and public accessibility work on escalators and footbridges across the region. Concourse roof improvements at Marylebone Station. Safety is the focus of improvements in fire suppression systems at Euston.	252,268m ²	446,578m ²
Electrification & Fixed Plant	Renewal of overhead line equipment on the West Coast Mainline North and Birmingham New Street area will improve the asset condition, resilience and reduce the risk of dewirement.	1,678 volumes	2,177 volumes
Telecoms	Information and security systems renewals at key stations. Renewals of operational assets including significant activity on transmission systems on West Coast South.	7,296 volumes	3,908 volumes
Other renewals	Schemes including targeted level crossing safety improvements, the transition towards a zero-emissions road fleet, commercial property and workplace management.	n/a	n/a
Maintenance	Timely and thorough maintenance regimes to ensure a safe and reliable railway.	n/a	n/a

West Coast North Modernisation

Over CP7 (with work continuing into CP8, CP9 and early CP10), we plan to replace and modernise assets on the West Coast Main Line in a way that minimises disruption and maximises efficiency. Delivery of the overhead wire replacements has started, with most of the renewals activity planned to be delivered in years 3-5 of CP7.

The cancellation of HS2 Phase 2a in late 2023 prompted a review of the scope to be delivered in the Crewe area resulting in a revised scope of renewals only works being delivered in CP7. Therefore, our planned expenditure at Crewe is now £0.3bn over CP7 (£0.2bn less than originally planned in March 2024).

CP7 income

Our income is made up of charges that train operators (passenger and freight) pay for access to the rail network and income from our property assets, such as rental income at our managed stations. We also receive around two thirds of our income in grants from government, in place of access charges, which are agreed through the periodic review process.

CP7 access payment rates have now been agreed and combined with our latest CP7 traffic forecast which includes any major enhancement commissioning such as East West Rail.

We're forecasting an increase in income in CP7 vs CP6 (CP6 was drastically reduced due to COVID-19 impacting our passenger variable income).

Our CP7 property income is forecast to be approximately one third higher than CP6, based on passenger demand returning to 90 % of pre-COVID-19 levels across Manchester, Birmingham, and London, and even surpassing pre-COVID-19 levels at Liverpool Lime Street.



Risks, uncertainty and opportunities

Rail reform

In CP7 we will see the creation of Great British Railways (GBR), bringing DfT procured operators back into public ownership and providing a single guiding mind for track and train. We welcome Government's commitment to establish GBR and are working closely with train operators to deliver early benefits from integration.

Our routes are already working collaboratively with key stakeholders, where we are actively exploring early opportunities from integration which reduce industry costs, deliver greater efficiency and improve customer satisfaction and performance. These include implementing one-team working at our managed stations to deliver a seamless customer experience, co-locating control centres across the region to improve performance and the recovery of our service following disruption, and developing a whole industry picture of cost and revenues to support market led decision making for future investments.

Risks

National Insurance contributions. The recently announced changes to employers' National Insurance contributions has increased our employee costs and will also impact our supply chain, with the cost of materials, equipment, and projects likely to increase for years 2-5 of CP7.

Unexpected safety issues could arise in CP7. Our safety bow-tie assessment framework and use of operational restrictions will support management of this risk.

Train performance was below target in CP6, in part due to decline in asset resilience, ongoing industry challenges and poor service recovery. To minimise the risk of this happening in CP7, we'll manage asset resilience through prioritising expenditure on higher criticality lines of route, optimising maintenance and renewals, improving service recovery, use of technology (support from Route Services and Technical Authority). We'll continue to work collaboratively with operators to identify whole industry opportunities to improve performance / mitigate impact of disruption when incidents occur on the network.

Traction power capacity and capability: freight and passenger growth, performance / schedule 8 and decarbonisation outcomes are dependant on increased power supply capability. Subject to 2025 spending review, Rail Network Enhancements Pipeline (RNEP) has allocations for upgrades at Bushey Phase 1 and Penwortham/Farrington to be delivered in CP7 and compliment other NR power asset renewals. Other additional RNEP projects require further funding for sustained growth beyond this.

Increased risk of severe weather: we seek to manage this risk through targeted interventions, robust incident response, and increased use of technology for proactive approaches to management of infrastructure.

Opportunities

Market-led: we'll investigate and pursue further opportunities to challenge the scope, specification, delivery method, access, or standards to deliver further efficiencies. Alignment with our supply chain, Route Services and operators is critical to success.

Unit rates: we'll maximise any available opportunities for greater cross regional ownership of Rail Investment Centre of Excellence benchmarks and unit rates.

Access optimisation: we're working with industry partners and utilising Project SPEAR to maximise access opportunities and conduct work at the right time in the most efficient way.

Modernising maintenance: in the Control Period we'll maximise full benefits and productivity improvements, working with other regions to share best practice. Within the first year we're anticipating delivering higher savings than our original target. We've achieved this through a reduction in labour only subcontractors and overtime. We've also seen an increase in our headcount savings alongside continued progress in reducing the vacancy gap. As we continue to reduce this gap we'll see greater savings in the years ahead.

Data and Analytics: we'll look to embed smarter tools & models to support improved timetabling analysis and improved quantification of project benefits.



Delivery for the year ahead (2025/26)

Summary of our CP7 year 2 targets

We'll monitor delivery against regulatory success measures throughout the year through our business and executive level monitoring. We'll also agree scorecards to support delivery of our objectives, giving tactical focus to key areas for the coming year, and setting target ranges linked to our performance related pay.

Key priorities for each strategic theme

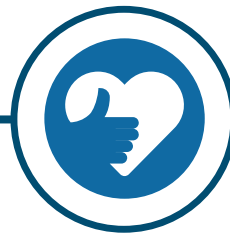


Train service delivery

Our expectation is that train service delivery in year 2 of CP7 broadly maintains the outturn position for year 1 of CP7.

There remains significant performance challenges to consider for all routes (timetable uplift, severe weather impacts, TOC fleet and traincrew) but our performance improvement plans and Joint Performance Strategies target areas where our analysis shows we need to improve.

Cancellations (both passenger and freight) targets will remain challenging to achieve however we'll build on our on-time and Time to 3 (the percentage of recorded station stops arrived at early or less than three minutes after the scheduled time) delivery through the year.



Safety

We'll continue to build on the improvements made to workforce safety in CP7 Yr1 reducing our FWI score by a further 10 % per our Delivery Plan commitment.

We'll continue to drive change to eliminate systems of work where our workforce is warned of the approach of oncoming trains, moving to systems of work where trains and people are separated, while at the same time increasing the levels of secondary protection to ensure 'everyone gets home safe every day'.

We've set ourselves 15 ambitious milestones to support an improvement in passenger safety across our network. These target improvements to some of our highest risk assets along with improvements to the competency and capability of our people working on these assets.

We'll also continue to improve the management of health hazards our workforce is exposed to, undertaking further sampling activities of specific hazards such as weld fume and respirable crystalline silica exposure to ensure we have the right levels of control in place to ensure our workforce are 'fit for the future'.



Sustainable growth

Our priorities include delivering the air quality improvement plans that we have created at London Euston, Birmingham New Street and Manchester Piccadilly stations to improve the ambient air quality for our passengers and employees.

We'll further develop our climate change adaptation pathway strategies on the Cumbrian Coast, at Carlisle and Euston 0-60 miles to help these critical parts of the infrastructure become more resilient to climate change.

We'll work with a range of partners and funders to reduce energy and carbon in our buildings estate.

We'll continue to rollout habitat management plans across our lineside estate to support our commitment to improve biodiversity.



Customer and communities

In year 2 of CP7, we will strive to provide even better customer service to our lineside neighbours and passengers. We'll do this by implementing proactive and modern communication tools, reducing the number of complaints we receive, as well as achieving good customer service and quality assurance scores by providing more personal responses to resident and passenger enquires.

We're implementing our community relation action plans to enable us to respond to customer and lineside neighbour queries. As part of this, we'll work with maintenance and project delivery teams to ensure our neighbours are notified well in advance of noisy work. We'll also push our digital notification service app, so that residents can be notified of upcoming work.



Efficiency

Our efficiencies forecast for year 2 of CP7 is £123m. We'll start delivering our Capital Delivery transformation benefits worth £28m, which include using Minimum Valuable Product (MVP), Swift, Pragmatic and Efficient Enhancement Delivery (SPEED), and PACE (Project Acceleration in a Controlled Environment) principles, as well £10m worth of access efficiencies through integrating our work bank through more efficient planning.



People

Following improvements on year 1, our embedded and sustainable Line Manager Development programme (LMD) progresses ambitiously; the 2025 programme of delivery will allow a further 1000 colleagues (including all remaining front line managers and future talent) to commence their LMD journey which will equip them with the appropriate knowledge, skills and behaviours to be effective leaders.

Strategic Workforce Planning (SWP)

Alongside continuing to deliver the short to medium-term, 'Local Critical Role workforce planning', in 2025 we'll deliver Skills & Capability Planning looking at the longer 5 years plus timeframe. With SWP Skills & Capability Planning embedded in NW&C we will have targeted interventions to ensure we close critical skill gaps, vital to the delivery of enhancements to our infrastructure, as well as growing capacity and capability in our maintenance and operations workforce.

Building a 'one team' ethos

Following our published ED&I Strategy, we'll focus on deployment of data and insight led, targeted interventions across our region and front line to create the inclusive culture where we all feel empowered to bring our whole selves to work. A focus on increasing our Your Voice engagement rate to 52 % will help us to identify a rich set of improvement actions to build on our overall engagement, and further target what else we can do to drive the right behaviours and leverage our workforce towards stand-out performance.

We will strengthen our Operating Model through ongoing assurance and collaborative, cross-route and function improvement working groups. This builds on the principles behind effective leadership and ongoing RLG development to achieve our NW&C business results.



Annex

A. CP7 outcomes

Table A1, below, sets out our planned key CP7 outcomes for each strategic theme, including our regulated CP7 success measures, as well as other key outcome measures. The table sets out our expected CP7 exit position compared to our forecast in our previous Delivery Plan publication, these are consistent with our original delivery plan.

Table A1. CP7 outcomes by strategic theme.

Strategic theme	Measure	CP7 exit (March 2024 Delivery Plan)	CP7 exit (March 2025 Delivery Plan)
Safety	Train Accident Risk Reduction	95 %	95 %
	Workforce Fatalities and Weighted Injuries	0.050	0.050
	Personal Accountability for Safety (PAFS)	149	149
Train service delivery	Passenger On Time ^{1 2}	63.3 %	63.3 %
	Passenger Cancellations ^{1 2}	3 %	3 %
	Freight Cancellations ¹	1 %	1 %
	Freight Growth (net tonne km) ¹	8.6 %	6.3 %
	Composite Sustainability index (CSI) ¹	-3.2 %	-3.8 %
Efficiency	Operational Expenditure Efficiency ¹	93	93
	Capital Expenditure Efficiency ¹	142	142.5
	Financial Performance Measure (FPM) ¹	0	0
Customers & communities	Passenger Satisfaction	7.81	7.81
Sustainable growth	Carbon Emissions - Scope 1 & 2 Reduction ¹	-21 %	-21 %
	Biodiversity Units Net Gain ¹	4 %	4 %
People	Employee Engagement	53 %	52 %

¹ Regulatory success measures with 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. There will be a regulatory review to reset passenger train performance metrics (except for the Scotland train performance measure) for years 3-5 of CP7.

B. CP7 financial summary

CP7 expenditure

Table A2. CP7 expenditure (March 24 CP7 delivery plan and March 25 CP7 Delivery Plan update).

£m in cash prices	March 2025 (March 2024) Delivery Plan ⁴					
	2024/25 ¹	2025/26	2026/27	2027/28	2028/29	CP7 Total
Operations & support	254 (233)	255 (250)	233 (244)	237 (239)	239 (237)	1,219 (1,202)
Maintenance	551 (548)	580 (554)	594 (564)	604 (576)	614 (585)	2,943 (2,827)
Renewals	754 (808)	868 (829)	806 (804)	729 (789)	593 (758)	3,750 (3,988)
Risk funding	0 (0)	0 (31)	20 (46)	35 (63)	50 (80)	105 (220)
Industry costs and rates (excl. BTP) ²	85 (86)	102 (88)	118 (100)	121 (102)	123 (104)	549 (481)
Electricity for traction (EC4T)	189 (200)	171 (184)	169 (199)	169 (200)	170 (201)	868 (984)
Allocated expenditure ³	312 (383)	371 (398)	417 (403)	418 (404)	390 (405)	1,907 (1,993)
Total expenditure (excl. EC4T)	1,955 (2,058)	2,176 (2,149)	2,188 (2,161)	2,144 (2,174)	2,009 (2,170)	10,473 (10,711)
Total expenditure	2,144 (2,257)	2,347 (2,333)	2,358 (2,360)	2,313 (2,374)	2,180 (2,371)	11,342 (11,695)

¹ CP7 year 1 expenditure is based on a forecast as at February 2025. ² Industry costs and rates include Cumulo Rates, ORR subscription, Rail Delivery Group subsidy. ³ Central functions costs allocated to regions. ⁴ Numbers in brackets refer the figures from our March 2024 Delivery Plan which are in cash prices based on the November 2023 OBR inflation forecast. As noted earlier in the document, all figures for our March 2025 delivery plan are in cash prices, but are based on the November 2024 OBR inflation forecast.

B. CP7 financial summary

CP7 income

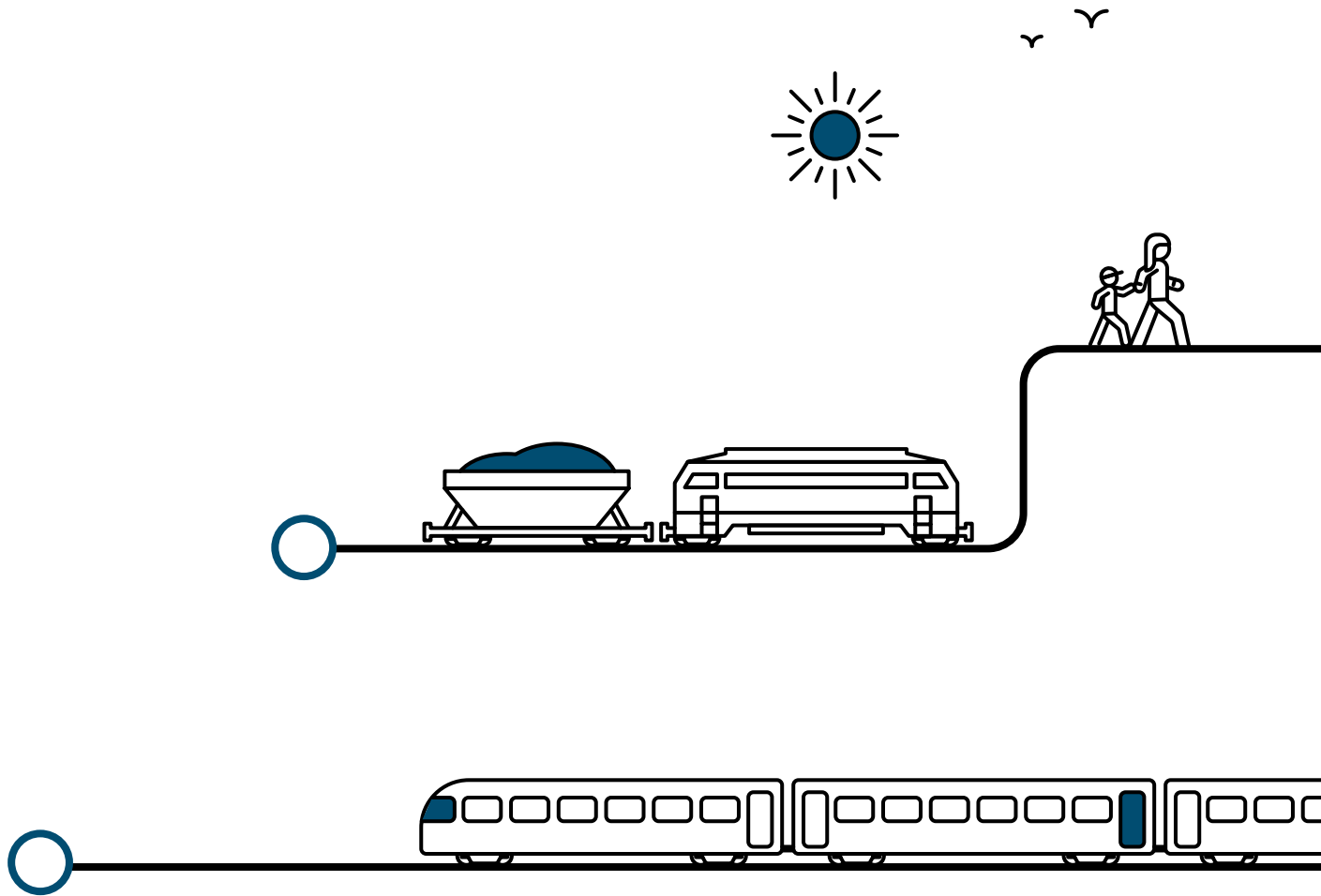
Table B1. CP7 income (March 24 CP7 Delivery Plan and March 25 CP7 Delivery Plan update)

£m in cash prices	March 2025 (March 2024) Delivery Plan ³					
	2024/25 ¹	2025/26	2026/27	2027/28	2028/29	CP7 Total
Access charging income ²	414 (424)	436 (440)	478 (477)	474 (471)	528 (523)	2,330 (2,335)
Commercial and other income	215 (219)	231 (220)	224 (228)	232 (233)	238 (241)	1,139 (1,141)
Network grant	1,349 (1,448)	1,539 (1,478)	1,471 (1,445)	1,421 (1,459)	1,223 (1,396)	7,003 (7,226)
Net schedule 4&8	-58 (-31)	-66 (-6)	-6 (-6)	-6 (-6)	-6 (-6)	-142 (-54)
Allocated income	36 (-3)	36 (16)	21 (16)	24 (17)	26 (17)	143 (63)
Electricity for traction (EC4T)	188 (200)	171 (184)	169 (199)	169 (200)	170 (201)	868 (984)
Total expenditure (excl. EC4T)	1,956 (2,058)	2,176 (2,149)	2,188 (2,161)	2,144 (2,174)	2,009 (2,170)	10,474 (10,711)
Total expenditure	2,144 (2,257)	2,347 (2,333)	2,358 (2,360)	2,313 (2,374)	2,180 (2,371)	11,342 (11,695)

¹ CP7 year 1 income is based on a forecast as at February 2025. ² Charging income includes Train and Freight Operator Fixed Track Access, Variable Track Access and Electricity Access Usage Charge. ³ Numbers in brackets refer the figures from our March 2024 Delivery Plan which are in cash prices based on the November 2023 OBR inflation forecast. As noted earlier in the document, all figures for our March 2025 delivery plan are in cash prices, but are based on the November 2024 OBR inflation forecast..



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& Central**
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