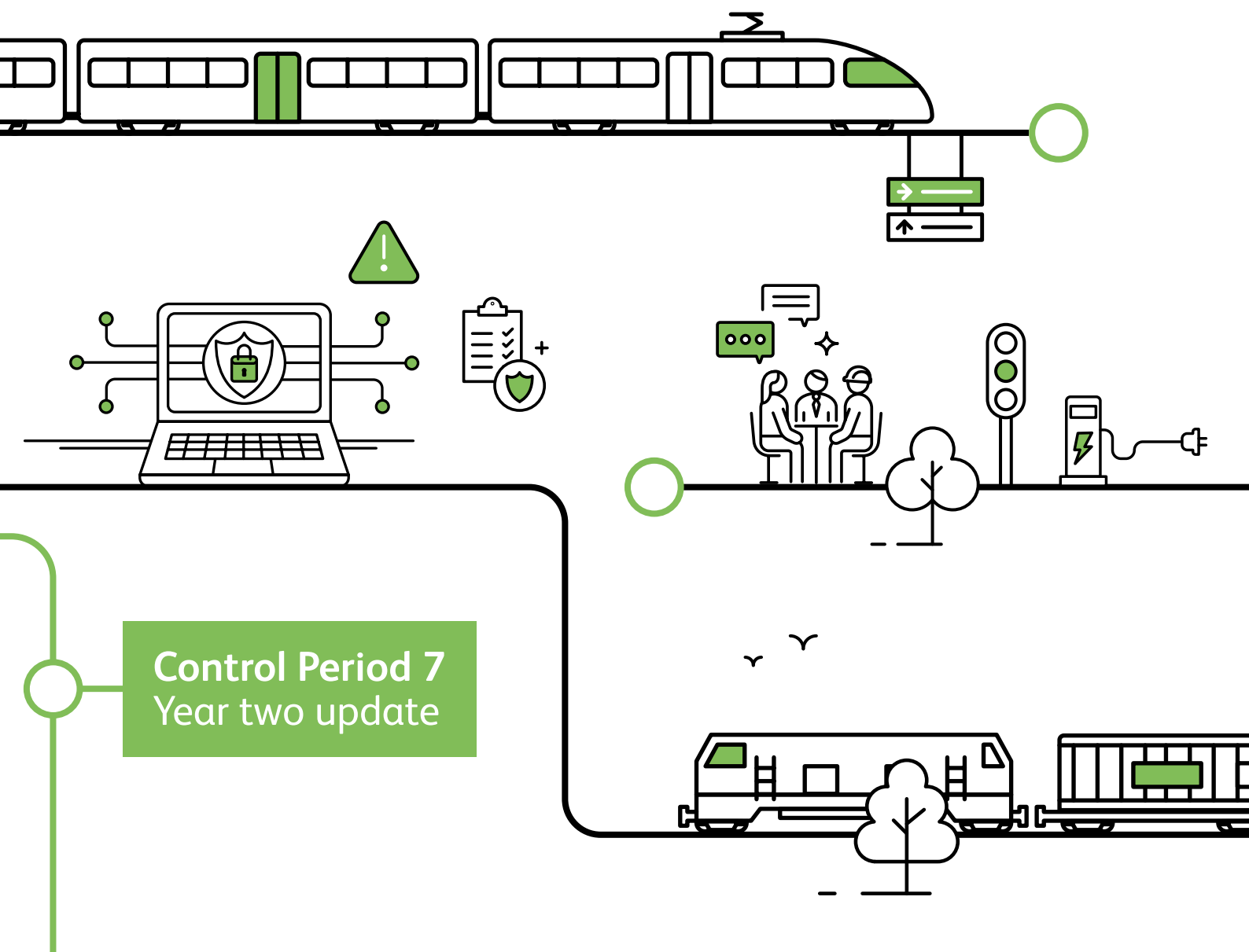


Our delivery plan for Technical Authority



Foreword

Technical Authority has developed an ambitious Control Period 7 (CP7) Delivery Plan which will be focused on reducing costs, improving health and safety, developing sustainability outcomes, and meeting the needs of our regional customers. Building on the success of our CP6 modernisation, our organisation has been right sized and is fit for purpose from day one of CP7.

CP7 offers an opportunity for the Technical Authority to define the railway for a generation to come. The investment in research and development will see the delivery of long-term dividends. We'll deliver innovations and technologies which drive the successful modernisation of operations, maintenance and project delivery.

Our efficiency plans are built upon better and more efficient ways of working and we'll improve and update our engineering specifications to deliver efficiency. We'll rigorously track the savings we deliver and will only count these savings when regional finance teams have accepted them.

The railway's journey towards modernisation can only be delivered if Technical Authority creates an environment in which challenging the way we work becomes easier and more accessible. Streamlining standards will create improved operational performance and significant financial efficiency for Network Rail and the wider rail sector.

During the first year of CP7 we've successfully delivered our plans and we're on-schedule to deliver the efficiencies which we have committed. We've introduced many engineering standard changes which deliver real efficiency. I'm especially pleased with our new and improved arrangements for engineering possessions. We're adopting new technology and eliminating the requirement to use Victorian gunpowder detonators to provide safety protection for engineering worksites. This is delivering both a safety improvement and significant productivity gains.

Cyber risks are emerging at an accelerating rate. The Technical Authority's role is to support regions in strengthening their securities protocols to protect critical national infrastructure and our passengers. Without Technical Authority coordination and leadership, the risk to the UK rail infrastructure of significant prolonged outage, created by cyber-attack is increased due to a piecemeal approach to security.

During CP7 we'll see the creation of Great British Railways 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 Great British Railways and are working closely with train operators to deliver early benefits from integration.



Martin Frobisher OBE
Group safety and engineering director

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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 at the end of year 1 of CP7 and have continued to update and refine our plan.

The funding for CP7 has remained largely unchanged since the publication of the plan in March 2024. There's been a net movement of £8 million, primarily due to the transfer of responsibilities from Route Services, which are now integrated into Technical Authority activities. Plus, some risk funding has been reallocated to address inflation risks, based on the latest November 2024 OBR rates. The phasing has been revised over the five-year Control Period, following the commencement of programmes, and the forecasts now align with the expected milestones.

Key outcomes by strategic theme

<div> Safety</div>					
<ul style="list-style-type: none">• Possession control and railhub improvements	<ul style="list-style-type: none">• Improved workforce health & safety competence	<ul style="list-style-type: none">• Strong change management of renewals	<ul style="list-style-type: none">• National public safety campaigns	<ul style="list-style-type: none">• Consistent level crossing risk management	<ul style="list-style-type: none">• Enhance fire risk management
<ul style="list-style-type: none">• Address missing routes to competence for engineering	<ul style="list-style-type: none">• Expand scope of automated inspection	<ul style="list-style-type: none">• Expand automatic identification of defects	<ul style="list-style-type: none">• Fully deploy improved electrical safety processes for OLE and 3rd rail	<ul style="list-style-type: none">• Transform occupational health frameworks	
<div> Customers & communities</div>					
<ul style="list-style-type: none">• Improved passenger info and wayfinding systems at stations (e.g. lifts/escalators)		<ul style="list-style-type: none">• Smarter real time info and safer security solutions at stations		<ul style="list-style-type: none">• Improve the wellbeing of the communities we serve	
<div> Train service delivery</div>					
<ul style="list-style-type: none">• Digital signalling scheme designs optimising capacity	<ul style="list-style-type: none">• Intelligent freight wagon solutions	<ul style="list-style-type: none">• Predictive decision support solutions reducing asset failures	<ul style="list-style-type: none">• Industry performance improvement initiative deployed	<ul style="list-style-type: none">• Inservice train monitoring solutions	<ul style="list-style-type: none">• Deployment of autonomous inspection solutions
<ul style="list-style-type: none">• CP7 competence frameworks update to upskill frontline		<ul style="list-style-type: none">• Expansion of available NR60 MK2 designs	<ul style="list-style-type: none">• Develop improved OLE trainborne monitoring capability		<ul style="list-style-type: none">• Speed restriction management system
<div> Efficiency</div>					
<ul style="list-style-type: none">• Market-led approach	<ul style="list-style-type: none">• Commercial mindset in decision making	<ul style="list-style-type: none">• Internal to focus on capex and opex spend £50m	<ul style="list-style-type: none">• Reduction of standards impact to the business £220m	<ul style="list-style-type: none">• Deployment of R&D to drive regional efficiency £70m	<ul style="list-style-type: none">• Engineering and other initiatives £70m
<div> People</div>					
<ul style="list-style-type: none">• Delivering better work for our customers		<ul style="list-style-type: none">• Right people, right place, right time	<ul style="list-style-type: none">• Great leadership	<ul style="list-style-type: none">• Great employee experience through an engaging, safe and inclusive culture	
<div> Sustainable growth</div>					
<ul style="list-style-type: none">• Contribute to net zero carbon emissions	<ul style="list-style-type: none">• To be a fully circular business	<ul style="list-style-type: none">• A well-adapted railway that is resilient and responsive to a changing climate	<ul style="list-style-type: none">• Reduce harm from pollution to minimise environmental impact	<ul style="list-style-type: none">• Manage our land responsibly to benefit nature, safety and performance	<ul style="list-style-type: none">• Increase social value through investment in our railways

Introduction to this document

Purpose and background

In March 2024, we published our Control Period 7 (CP7) Delivery Plan which set out our planned activities, outputs and expenditure 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.

Who we are



How we've updated our plan

The plan remains largely unchanged however there's continual engagement with our internal (i.e. routes, regions and other functions) and external (e.g. funders, third party agencies, suppliers, and our regulator) stakeholders to ensure that they remain informed of the programmes that are being undertaken through various review forums.

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.

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 vision: simpler, better, greener

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

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. And 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.



The Technical Authority developed an ambitious but deliverable plan for CP7, supporting Department for Transport and Transport Scotland objectives, as outlined below. We remain on track to deliver our plan, with safety and innovation programmes being rolled out in the regions, and delivery of our efficiencies as planned.

This section will cover the plan we have developed but also how we plan to deliver it and realise the benefits for the rail industry. The role of Technical Authority is crucial in delivering Network Rail's strategic objectives, by driving innovation and supporting our regions and functions to constantly improve their performance.

- Supporting the regions and functions to manage their risks and have developed a bow tie model to support the regions in demonstrating their understanding of the change in safety risk profile in CP7 to manage safety risks for passengers and the workforce.

- Building on CP6 achievements in research and development, implementing lessons learnt including using benefits tool to assess RoI, and establishing communities of practice.
- Expertise in key areas leading to improvements in health & safety, security, and sustainability by simplifying standards and processes.
- Deliver benefits for passengers and freight to enhance passenger and freight services, deliver reductions in rail's carbon footprint, and lower costs for a financially sustainable railway.

Our goal is to make working arrangements safer and easier for colleagues working on the front line. It's to make the railway safer and more reliable for passengers. Our role is to cut through red tape and bureaucracy. Developing innovative technical solutions that save time and improve train punctuality and removing overly conservative procedures and standards. We aim to improve efficiency and to give back time to the front line section manager so that they can spend more time helping and coaching their people.

Our delivery plan has 4 key themes:





Safety

Our ambition

To continue to reduce the risks of train derailments (measured through the Pre Cursor Indicator Model), reduce the level of accidents and ill health to staff (measured through the Fatality weighted Injury Index) and to reduce the risk of near misses of accidents at level crossings. We'll continue to work to reduce trespass and suicide events.

Health & safety is at the heart of Network Rail. It's critical that we keep our staff, passengers and the public safe and this drives the work across the Technical Authority.

Key initiatives

Workforce safety

Over the last year we have re-evaluated the geo-fencing equipment and we found that the 'reliability' level was insufficient. Through further testing we have developed a product specification which means we can start to implement this technology in a manner which will further enhance workforce safety, reduce costs, and further improve the working time available in a possession.

To support improving our track access we've worked with the RSSB to update the rules around walking, and have introduced a new way to cross the railway called "Planned Crossing Point".

Throughout 2024 we have held 'Slip / Trip / Fall' roadshows. So far through this year we've seen a reduction in Lost Time Injury Frequency rate (LTIFR) of 30 %. We need to maintain this engagement through CP7 to sustain these improvements and to continue to use this opportunity to hear the voice of our frontline teams.

We've made our safety posts more professional by introducing mandatory IOSH membership supporting continuous development of our staff. To support the safety of members of public we have so far improved our competency and training arrangements for our level crossing manager community, as well as providing the ability to utilise train detection not linked into the signalling system to reduce costs of level crossing active warning implementation.



We've also launched successful public behaviour change campaigns for trespass prevention and level crossing safety improvement. Our key public behaviour partnerships have been awarded for the remainder of the control period.

Following the launch of the new Safety Event System for close call reporting in March 24 that removed two legacy systems, saving thousands in licencing costs, in year 1 the system was developed to incorporate the reporting of accidents and incidents, and investigation management. This system has also been successfully launched in Scotland and Route Services, and plans are in development to roll out nationally by summer 2025.

There have been eight Railhub releases, and multiple investigatory phases looking at future enhancement of the system; Railhub is a digital platform used by over 22,000 users (Network Rail and industry) to plan and deliver work safely on or near the line, offering apps for creating and using digital Safe Work Packs, digital Incident Response Packs, Access Register, booking "Lineblocks", and providing Management Information dashboards to drive compliance with the 019 standard.

Notable releases this year have seen the introduction and enhancement of the Access Register. The introduction of the Incident Response Pack (IRP) digital packs has been created for frontline teams responding to incidents, with a geographically flexible app that pulls data from various sources. This allows on and offline 019 standard compliant response packs.

We've developed a comprehensive 'simpler, better, and greener' sustainable health strategy aimed at driving and enabling excellence within health risk management. Our goal is for health outcomes to be viewed not just as a business priority, but also as a critical factor in achieving our safety and people performance across the national infrastructure and the wider industry.

Speed management system

The Speed Management Programme has made considerable progress since CP7 began. We've established a dedicated team and governance structure and engaged with industry stakeholders for alignment.



After securing funding in September 2024, we completed procurement and awarded the Phase 1 contract (Strategic Development and Project Selection) to a main supplier. Phase 1 will last six months and recommend system options for Phase 2 and beyond, shaping the programme's future. The current budget aims to develop a minimum viable solution, focusing on the Speed Restriction Manager (a central database of speed restrictions) to support in-cab solutions. Additional features will be considered for future funding.

Passenger safety

It's vitally important for us to operate a safe network and continue promoting train travel as one of the safest forms of travel. Analysis of safety incidents shows that there has been an increasing number of train accident risk high potential events, in two broad areas.

- Earthworks events due to increased exposure to adverse weather events.
- Objects on the line (flooding and trains striking trees and other objects on the line) events – in particular, storms resulting in objects blocking the line, including fallen trees, and flooding. The other category that remains persistently high are trains striking larger animals (cattle, horses, and sheep) due to fencing failures.

Plus, the challenging financial context and impact on renewals expenditure in CP7, in the face of an aging asset base as well as extreme and unpredictable weather, requires continued improvement in our use of insights regarding changing risks.

Technical Authority has made substantial progress towards answering the recommendations in the aftermath of the Carmont tragedy in August 2020, including updated national policies, and a new drainage technical strategy providing regional asset engineering teams clearer guidance and support for managing their earthworks, drainage systems and lineside assets.

To continue this progress into CP7 funding has been included in the Technical Authority's plan for the ongoing activity aligned to the Carmont Action Plan. Assurance of Regional plans for CP7 has sought to identify sufficient resources are being applied to risk mitigation across earthworks, drainage and lineside. Wider work to improve insights to potential threats to safety across all asset classes is being addressed through summary risk dashboards delivered through our Engineering team's safety risk bow tie work.

More broadly, Technical Authority has reviewed how significant safety investment decisions are taken in the company, and has developed guidance on a common assessment framework, which includes the use of a new cost-benefit tool to support investment decisions, when appropriate. Over 2025/26 this will be rolled out to the wider business.

Safety Framework

We have successfully gained two variations to the rule book to enable safer and more efficient possessions using signal disconnections or track circuit activated protection systems. We're seeing a steady increase in the use of the methodology, which is showing us a safety benefit for our staff, an average of £850 per possession financial benefit, and an average of 6 % more working time.



Train service delivery

Our ambition

Excellent train service delivery is enabled through the development and deployment of sound engineering and asset management that delivers a safe and sustainable rail network for passenger and freight operators.

Our key 2024-2029 train service delivery objectives and forecasts

The policies, procedures and guidance produced by Technical Authority, together with advancements in technology, insights and competence, play an integral part in enabling train service delivery. In combination these support regional teams in developing more relevant and robust infrastructure for 21st century challenges while also speeding up the return to service of infrastructure following incidents.

More frequent and more extreme weather conditions have an impact on our ability to run the railway safely and on time. Our Sustainability Strategy commits to developing standards that are:

- updated to align with appropriate levels of service for extreme weather conditions planned to be agreed with Government and regulators by 2027
- continuously improved to reflect resilience to climate change projections
- accommodate resilience into the way that we design, build, operate, maintain and replace our railway assets.

We'll support regions to develop long-term adaptation pathway strategies.

In CP7, Technical Authority, working closely with System Operator, are managing the programme and funding for the Industry Performance Improvement Fund (IPIF). This is bringing together a benefits-driven governance structure aligned with the RD&I governance successfully implemented in CP6 to deliver value for industry performance that benefits passengers and freight customers.



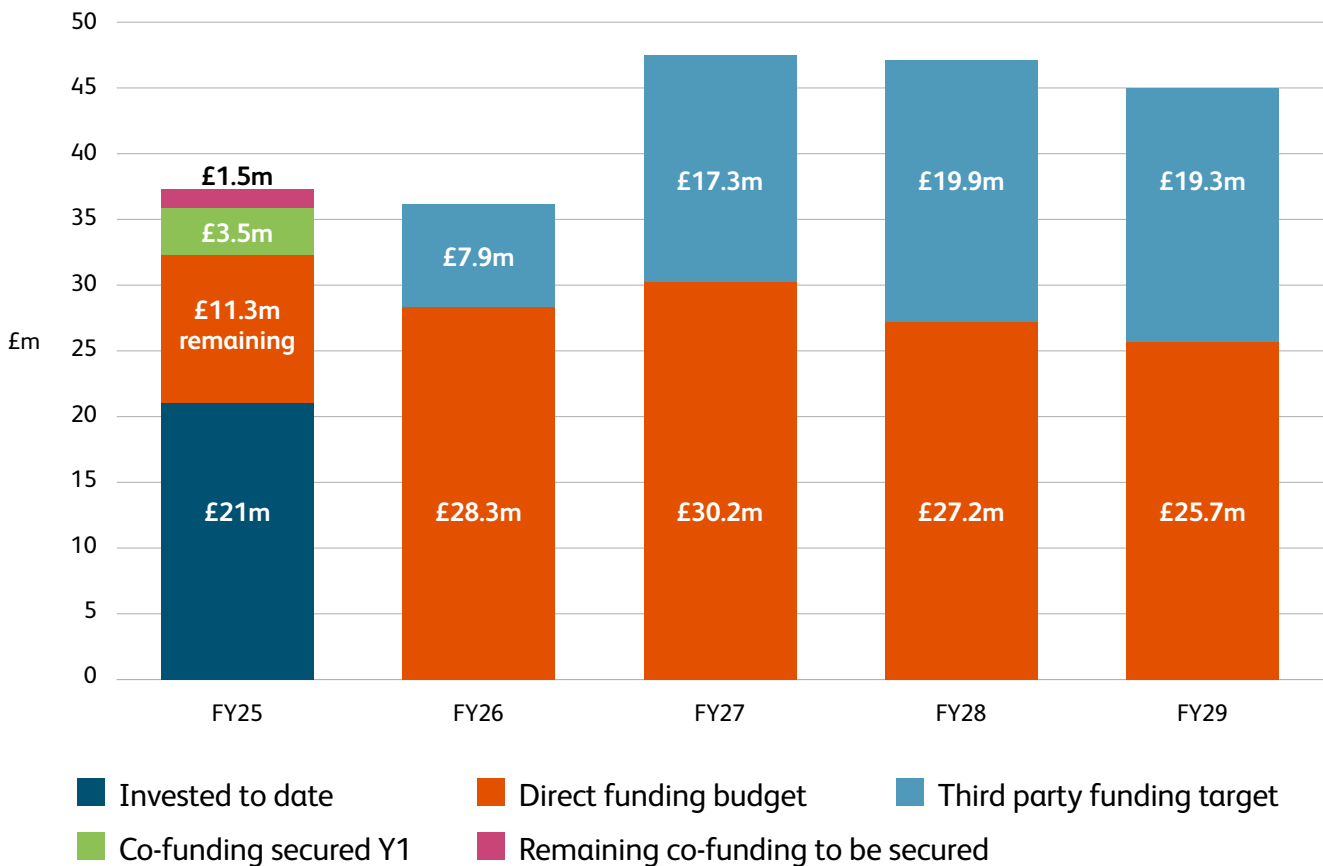
Key initiatives

Research Development & Innovation (RD&I)

The RD&I portfolio has invested £21m to date since the start of year 1, with delivery on track against a full year forecast of £31m. The CP7 RD&I workbank was derived from 500+ requirements received from the routes and regions which were prioritised and aligned to eight RD&I strategic themes.

Projects being considered must complete a benefit case. This control period prioritisation considers both the benefits offered by the initiative within the control period as well as the benefits over a longer time window to ensure that there is a balanced portfolio.

Projects being delivered in year 1 were mostly a continuation from the end of CP6 as these projects were prioritised as offering benefits and generating efficiencies to the business in CP7. To date 17 products have matured from the end of CP6 with several deployed on at least one route, with a further four projects completed from a total of 68 projects identified to deliver in CP7. These include a combination of applied research, to gain insights and contribute to guidance and improvements of our standards and product development, which will be brought into use to drive benefits for the routes and regions. During CP7, we expect to see around £25m in train delay cost benefit driven by twenty-four projects targeted at improving train service performance.



One of our CP7 RD&I commitments was to secure additional third-party funding via co-funded or match funded schemes. To date we've secured £3.5m in co-funding from a variety of sources including:

- collaborative research projects with UKRRIN (UK Rail Research and Innovation Network) partnership universities
- PhD studentship's part funded by Network Rail and universities
- co-funded research sponsored by RSSB and supported by Network Rail,
- involvement in UIC (Union of International Railways) projects
- innovation schemes through Innovate UK.

Our full year forecast for co-funding in year 1 is £4m against a target of £5m. We're forecasting to recover this variance in year 2, with opportunities identified through our domestic and international partnership collaborations, RSSB co-funding, collaborative funded schemes with other arms-length bodies (such as HS2 and National Highways) and via innovative partnership funded schemes with Innovate UK.

Examples of some of the projects that will improve train service performance are included in the efficiency section below.

Industry Performance Innovation Fund (IPIF)

To date, out of 28 schemes submitted, 21 have been approved, with two completed and nine in flight. The remainder are now progressing through investment authority and are yet to start. Schemes delivered include Northern Trains DVRS (which provide effective braking performance in very poor adhesion conditions) and Northern Trains Cryogenic railhead cleaning project (novel technology that fires dry ice pellets to clean rails contaminated from leaves on the line).

Competency

Year 1 activities focused on upskilling our frontline maintenance teams to keep trains running safely and on time. For example, we've streamlined our signalling framework – cutting down on the overall number of competencies, reducing the burden on our front line managers and supporting staff to spot and fix issues faster. We're also training teams on high-risk areas like drainage and signalling maintenance (SMTH), which helps the network cope better with extreme weather and recover faster following signalling disruptions.

Plus, we've invested in training programs for the broader railway workforce and new/cascaded train introduction courses. We're improving how we approve new products and manage requirements, so safety and reliability are built into everything we do. Ultimately, these changes help us deliver a more dependable service, making journeys smoother and more punctual for our passengers.



Customers & communities

Our ambition

To be a dependable partner with customer service at the heart of everything we do we need to go beyond reliable and punctual train services. Technical Authority leads the strategic direction for Network Rail's sustainability strategy where we've committed to being a railway that helps communities thrive by:

- creating an inclusive and accessible railway
- supporting local economies
- improving the wellbeing of our communities.

Key initiatives

The Technical Authority will continue to work with industry partners on refinements to the Rail Social Value Tool and embedding its use throughout the business so that we can report on our progress towards achieving £1 of social value for every £2 spent. The Technical Authority will support this by designing an assurance process focused on our social value data and to start using the data to inform decisions and bring further consideration for our communities within our decision-making process. We'll enhance our consideration for social value in our procurement processes from tender to contract award and beyond.

The Technical Authority will begin work to define and create a community needs plan. This work will start by conducting some research and analysis into what is needed and how we can embed this into our existing decision-making processes.

We'll continue to encourage the use of volunteer leave within the Technical Authority, supporting as many of our colleagues as possible to take up this opportunity and support their local communities. We'll begin to define the metrics we need to monitor our progress towards our goal to improve community wellbeing, including measuring and reporting social value from our community rail partnerships and working to establish a wider measure of wellbeing for use across Network Rail.

Security

During year 1 there's been a focus on achieving high levels of effectiveness of our counter terrorism controls by delivering continued hostile vehicle mitigation works together with R&D focused on detection of weapons and explosives. We've also started programmes to deploy rail cyber defence which will aid monitoring of critical systems and new standards for cyber security and railway crime.



Efficiency

Our key 2024-2029 efficiency objectives and forecasts

Technical Authority has two efficiency objectives.

- Technical Authority will deliver 10 % efficiency on operational expenditure and deliver 15 % efficiency on capital expenditure. Within those efficiencies Technical Authority will deliver Network Rail cash savings to contribute to £1.5bn industry efficiencies annually and assist operators in enabling wider industry benefits.
- Technical Authority will deliver £360m of efficiency to regions contributing to their CP7 efficiency challenge. e.g. replacing possession limit boards and detonators to protect engineering possessions with new technology and removal of cost imported through our internal standards and the deployment of the RD&I portfolio.

Key initiatives

Industry reform standards – £220m

Standards govern how we design, deliver works, maintain, renew, enhance, and operate our railway. They are essential ways of reducing risk and ensuring safety. Efficiency has been delivered in a few specific ways including:

- ensuring that published standards e.g. The High Street Contestability standard is fully understood and used to drive potential opportunity
- working with the existing Standard Steering Groups and regions to identify improvement opportunity to standards which can drive efficiency opportunity
- revitalising the standards challenge process to highlight areas of focus.

Research, development, and innovation – £70m

- Network Rail's RD&I portfolio is already driving savings and improvements within CP7. Here are some examples.

- **Felix S&C laser measurement:** An automated measurement trolley that uses cameras and lasers to scan rails within a Switches and Crossings unit.
 - **Possession optimisation:** A digitised and standardised possession management solution that speeds up possession management planning and delivery.
 - **Trackwater 2.0:** Sensors that can measure sudden increases in water level or silt build up to drive improved targeted maintenance.
 - **Digitised Lineside Inspections:** Digitised technology solutions that replace manual inspection process for lineside vegetation management.
- From the current CP7 portfolio of projects the financial benefits identified equate to a Benefits Cost Ratio BCR of 2.18 with payback from CP7 investment estimated to be achieved by 2027 assuming all products and solutions are adopted. These include safety benefits, driven by seven projects, with an equivalent monetary value of £11.9m throughout CP7. We also expect to see around £25m in train delay cost benefit driven by 24 projects targeted at improving train service performance.

Engineering and other – £70m

- Technical Authority has challenged itself to drive additional efficiency in CP7. We have industry leading in-house engineering and programme expertise which we'll leverage to deliver cashable efficiencies not just for Network Rail but for the industry.
- Adoption of the following initiatives has resulted in £18.7m efficiency. We expect these numbers to rise as we progress through CP7.
 - Lineside building wraps (£14.8m): Off-site thermal retrofits have been identified as a cost-efficient solution to address many of the issues across the estate, reducing risk to work force safety and the environmental and financial impact of maintaining the estate via existing practices.
 - Possession Limit Controls (£4m): This replaces the activity of sending staff to site to place Possession Limit Boards and detonators with quick and reliable engineering controls. This means Possessions are cheaper, safer and there is time to do more work.
- Our innovative solutions are centrally driven, but rolled out locally in regions sitting beside our research and development portfolio and include:
 - engineering efficiencies driving whole life cost efficiency savings and more proactive maintenance schedules
 - new innovative solutions to renewals to drive reduced unit rates
 - safety innovation that will not only reduce boots on ballast and improve safety but also drive savings within the industry.





Sustainable growth

Our key 2024-2029 sustainable growth objectives and forecasts

Technical Authority leads the governance and oversight of the Network Rail sustainability strategy and provides the technical expertise to business wide initiatives to support delivery across the Regions. Key objectives for the Technical Authority are:

- leading the business change required to achieve the first PAS 2080 certification within Network Rail – the global standard for managing carbon in infrastructure
- embedding circularity requirements into key contracts, including rail and composite sleepers
- starting to track progress against our Air Quality Improvement Plans at managed stations
- defining habitat management plans and their reporting requirements so that we can manage our land responsibly for the benefit of nature, safety and performance
- beginning work to define and create a community needs plan
- developing a sustainability data system solution to improve business insight
- updating sustainability requirements in our Environment and Social Minimum Requirement standard as well as embedding requirements into the Sustainability Impact Assessment (in development) and reviewing our PACE (Project Acceleration in a Controlled Environment) products. PACE is the project delivery framework designed to streamline and improve the efficiency of project delivery, reducing project delivery timelines, generating cost savings where possible, increasing efficiency and making the project process more flexible.

Key initiatives

During the first year of CP7 the Technical Authority Environment and Sustainability Team have been working to update the Network Rail Sustainability Strategy which will be published early in 2025. This update has seen the inclusion of social value within our Sustainability Strategy whilst keeping all other existing priority areas, as set out in Technical Authority's March 2024 Delivery Plan. Accomplishments in each of these areas during year 1 include:

- supporting the delivery of net zero (previously 'a low emissions railway'):
- we've established an initial spend based whole life carbon baseline to support the measurement of the delivery of our carbon reduction strategy over the remainder of the control period
- we've provided guidance to the regions on carbon scope 1 and 2 targets, trajectories, and measurement
- we've undergone our gap analysis for implementing PAS2080 – as above, the global standard for managing carbon in infrastructure.

- contributing to a circular economy (previously ‘minimal waste and the use of materials’):
 - we’ve supported the business in tenders for major infrastructure materials to embed circularity within future contracts and procurement
 - we’ve supported the business with the roll out of ballast reuse
 - we’ve established our reuse baseline to support the measurement of the delivery of our circular economy strategy over the remainder of the control period.
- adapting to a changing climate (previously ‘a reliable railway service that is resilient to climate change’):
 - we’ve produced a methodology and guidance on adaptation pathways
 - we’ve produced Network Rail’s fourth adaptation report
 - in autumn 2024 work in this area transferred to the System Operator and will be reflected in their future delivery plan updates.
- protecting land, air and water:
 - we’ve supported the regions to produce the first Air Quality Improvement Plans
 - we’ve updated standards and guidance on environmental incidents.
- supporting nature’s recovery (previously ‘improved biodiversity of plants and wildlife’):
 - we produced Network Rails’ second state of nature report providing us with a second data point to measure progress against our no net biodiversity loss target.
- helping communities thrive:
 - we’ve supported the update to the Rail Social Value Tool and provided support to the business to embed its use
 - we’ve embedded three new priority areas into the sustainability strategy, creating an inclusive and accessible railway, supporting local economies, and improving the wellbeing of communities.
- building a culture of sustainability:
 - we’ve begun work on a sustainability data system for the business
 - we’ve embedded sustainability into the new corporate induction for Network Rail
 - We’ve begun work on the development of a Sustainability Impact Assessment for the business.



People

Our ambition

To meet its accountability for setting technical guidance for Network Rail and the railway system, the Technical Authority's people are fundamental to its success. Our vision is to make the Technical Authority a great place for people to do their best work, where employees feel engaged, valued, and cared for. A key priority for us remains to look after the safety, health and wellbeing of our workforce and drive-up diversity and inclusion.

The CP7 People Delivery Plan is aligned to the Network Rail strategic people objectives, to enable a great employee experience through an engaging, safe and inclusive culture, have the right people, right place, right time, great leadership and better work. To deliver against these as well as achieve our vision there are six people work streams that we will focus on, these are detailed below.

Our key 2024-2029 people objectives and forecasts

The Technical Authority has a target to achieve 55 % employee engagement by the end of CP7.

Key initiatives

Culture & engagement

We've continued to build on the outstanding achievements of our people through the continued recognition scheme. Beyond this we actively encourage our teams to provide nominations for external and internal awards which has resulted in a number of awards or special acknowledgement. These successes are further celebrated in the Technical Authority in our weekly bulletin and all hands calls. In addition to the recognition scheme, we also launched and continue to embed the Bright Idea Scheme where individuals can provide proactive, positive, and constructive business improvement ideas.

We've continued the quarterly Induction Meetings & Meet your Senior Leaders sessions for all new starters but have extended this beyond those who are new. These sessions have been well received and feedback has been extremely positive.

We continue to promote and embed several critical champion/ambassador groups. For example, the new Wellbeing Ambassadors group was launched this year and have been creating and sharing wellbeing campaigns, the engagement champions have been supporting the great work on your voice and the safety champions have embedded the 'everyone home safe everyday' sessions.

Equity, Diversity & Inclusion (ED&I)

There is a continued commitment on Equity, Diversity & Inclusion with the ED&I strategy being refreshed for CP7. We've encouraged all our people to sign up to clear talents to detail any reasonable adjustments they require to support them at work.

A real focus in the last part of this year has been delivering the allies for inclusion sessions to all our people and a mandatory stand down for sexual harassment will also take place.

To aid the attraction of a diverse candidate pool we have been using Textio to remove gender bias from adverts, have been advertising on diverse platforms and have participated in a number of open events in the local community.

Talent & succession management

We continue the roll out of the Empowered Talent tool and maintain regular talent forums to discuss our succession pipelines for our local critical roles and niche skillset development requirements within the Technical Authority.

For our internal pipeline of talent, we've supported a number of colleagues in their personal development.

The focus on developing an early engagement pipeline has seen us introduce our refreshed Year in Industry roles which is focussed on developing the future pipeline for the Technical Authority. This year we'll have a further six students across our functions of Safety, Engineering, Security, Environment & Sustainability and chief technology officer. Plus, we ran a successful work experience programme for a local school.



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.

£m in cash prices	March 2025 (March 2024) Delivery Plan					
	2024/25 ¹	2025/26	2026/27	2027/28	2028/29	CP7 Total
Operations & support	56 (62)	63 (63)	68 (63)	70 (66)	71 (64)	329 (319)
Maintenance	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Renewals	70 (74)	69 (65)	72 (67)	59 (56)	56 (54)	326 (316)
Input Price Risk funding	0 (0)	0 (2)	1 (3)	2 (4)	2 (4)	5 (13)
Industry costs and rates (excl. BTP) ²	15 (15)	15 (15)	16 (16)	16 (16)	17 (17)	79 (78)
Electricity for traction (EC4T)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Allocated expenditure ³	-140 (-150)	-147 (-145)	-158 (-149)	-148 (-142)	-146 (-139)	-738 (-726)
Total expenditure (excl. EC4T)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Total expenditure	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)

¹ CP7 year 1 expenditure is based on a forecast as of February 2025. ² Industry costs and rates include Cumulo Rates, ORR subscription, Rail Delivery Group subsidy. ³ Central functions costs allocated to regions.

CP7 operations and support

The risk fund has been partially transferred into Support and Operations to reflect the increases to inflation since the Delivery Plan was published. Phasing has been updated to reflect the new forecast of the Industry Performance and Innovation Fund (IPIF) following its maturity through year 1 of the Control Period; there have been some minor changes in the funding to reflect internal accountabilities.

Key programmes

All programme areas have performed well against the year 1 plans. There have been some phasing changes during year 1 into the future years of CP7 following maturity of programme plans and a small transfer in from regions to support activities that Technical Authority and undertaking on their behalf. The risk fund has been partially transferred into Renewals to support the programmes following the increases to inflation since the Delivery Plan was published.



Risks, uncertainty and opportunities

Control Period 7 (CP7) will see the creation of Great British Railways, 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 Great British Railways and are working closely with train operators to deliver early benefits from integration.

Financial

The recently announced changes to employers' National Insurance (NI) 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.

RD&I

There's a risk that ability to deploy at scale to drive efficiencies is not completely aligned with route plans and challenges with securing third party investment puts more pressure on driving value out of the RD&I portfolio due to reduced funding in CP7 than in CP6. We're addressing this with an alignment exercise and working closely with the regions to ensure that we're investing in schemes that offer value for money for them.

Opportunities include co-funding with RSSB, National Highways and HS2 to support RD&I solutions, and products that provide broader benefits beside Network Rail as well as socio-economic growth. International collaboration brings in additional matched investment and capabilities that enable acceleration of RD&I solutions. More active collaboration with Innovate UK and third parties to invest in Innovation competitions will help drive faster rollout and efficiencies.

Engineering – competence

The primary risk involves implementation complexity and potential 'change fatigue' due to multiple work packages spanning diverse locations and functions. Without robust project and change management, there's a risk of confusion and an incomplete rollout. Inconsistent adoption across regions and disciplines is also a concern – while local ownership fosters engagement, uneven uptake or varied interpretations of the framework could undermine national consistency.

To mitigate these risks, we're coordinating closely with stakeholders to ensure clear communication, realistic timelines and sufficient support. By doing so, the programme is positioned to significantly reduce incidents, enhance workforce safety, streamline processes, and reinforce local ownership and engagement.

Safety

Geofencing – we're concerned with the viability of the SME size companies providing the technology, and their ability to remain in business as we develop our supporting processes. We're mitigating the risk by targeting changes in a phased approach, targeting initiatives more likely to succeed in shorter timescales such as the removal of work site marker boards.

Public Safety – trespass and suicide remain national issues. We'll continue to work in partnership with organisations with similar aims to expand the reach of our campaigns. Technical Authority will continue to develop innovative methods to proactively understand the risks to allow for targeted trespass and suicidal behaviour prevention through CP7, continuing with plans for research into behaviours, and exploration of how AI and machine learning can help us to tackle trespass and suicide.

Safety Events system – we have an opportunity to remove duplication throughout the business in reporting, recording and analysing safety information. The one source of the truth will also allow better data insights to accelerate our goal of everyone home safe every day.

Railhub – with a greater number of systems and data becoming available to our colleagues, there is an opportunity to enhance the systems to become streamlined to aid the delivery of work in a safer manner.

Speed management system

The programme is focussing on incremental benefits and the core functionality of a national restriction manager and working closely with the Industry Digital Rail Partnership team.

As the programme reaches the end of phase 1 costs and scope become more mature we will be able to develop the requirements further.

One area to note is that key programmes like the Train Control Signalling Framework and the ETCS Long Term Deployment Plan depend on the Speed Restriction Manager, with any changes to its development potentially impacting the nationwide delivery of ETCS.

Environment

There is a changing compliance landscape for environment and some potential compliance risks, such as the management of Polychlorinated Biphenyls (PCBs) and supporting the transition of the Network Rail fleet to zero emissions vehicles, which could have an unplanned financial impact.

There is a continued risk to achieving sustainability strategy as delivery is devolved to regions and funding is therefore included and considered as part of regional delivery plans. We'll continue to collaborate with stakeholders to mitigate risks.

Security

The geo-political environment continues to drive terrorism and nation state threats to the railway, while cost of living and growing civil and social unrest are increasing anti-social behaviour and criminal activity on the railway. Changes to the nature of security threats may require additional work to counter new risks, or new attack methods. Closer working with BTP and Train Operating Companies, preparing for the establishment of Great British Railways, offers a strong opportunity for collaborative development and sharing of resource and funding.

Efficiency

The Technical Authority continues to recognise the need to demonstrate strong performance in achieving efficiencies throughout CP7. We're delivering to target in year 1 and forecasting full delivery of efficiency across CP7. The key challenge in terms of efficiency in CP7 remains as the financial pressures within the industry. Our customers continue demand more, so we need to drive further productivity gains through implementation of structured continuous improvement.

Delivery for the year ahead (2025/26)

Summary of our CP7 year 2 targets

Our 2024/25 targets against our regulatory success measures and other key outcomes are set out below. We'll monitor delivery against these 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. Where appropriate, some scorecard targets may aim for further stretch than our regulatory baseline or set a trajectory to recover performance that is below baselines.

Table 1: Outcome targets for 2025/26.

Strategic theme	Measure	2025/26 target
Efficiency	Operational Expenditure Efficiency ¹	£2.3m
	Capital Expenditure Efficiency ¹	£4.4m
People	Employee Engagement	53 %

¹ Regulatory success measures with targets set in ORR's final determination.

Safety

The challenge for second year of the Control Period is to increase the methodology utilisation and get more safe, cheap, and productive possession access. The risk for project success is the reliance on Routes having technology and investment plans in place.

- **Track worker safety** – the next year needs to continue to leverage opportunities for our workers to have access to do their jobs in a safe manner.
- **Safety events system** – national roll out to remaining regions on reporting accidents, incidents and investigations management including automated data feeds between Network Rail and the RSSB.
- **Railhub** – the introduction of the industry wide solution will include a single dashboard which will provide insights into compliance to standard 019 and access utilisation. Rulebook changes for the removal of Lookout working from high-speed lines.

Safety milestones

Technical Authority has a number of health and safety milestones during the second year of CP7 colleague, passenger, public safety and assurance activities. It includes trials of new Geotech virtual site marker boards, a new fatigue management app, Railhub enhancements, psychological safety pilots, a new Employee Assistance Programme (EAP) tender, fire RA in tunnels training, new level crossing manager training and management tool, phase 4 of the new Safety Event System and safety campaigns.

Customer & communities – security

The focus for the second year of the Control Period will be on completing the blast assessment of station glazing, to provide a compliant, low-cost option for regions undertaking station roof renewals. Work to develop a threat intelligence platform will support regions in preparing for and countering terrorist incidents and railway crime, reducing both the number and impact of incidents. Industry wide assessment of visual surveillance systems will develop a clear industry strategy and deliver key improvements to facilitate better management of security risks. Finally, a new focus on passenger security will start to develop the foundations for greater protection of railway users and their property. Countering increased incidents of violent crime including murder, sexual assaults, violence against women and girls, and theft of passenger property.

Train service delivery – asset management

Network Rail's infrastructure assets support train services by providing highly reliable and available assets. Renewals and Maintenance activity sustains this service offering.

Technical Authority has continued to apply network level models and analysis to evaluate and provide assurance on the impacts of any changes to regions' asset management plans. The safety risk bow-tie work has also enabled the improved sharing of practices across regional teams. This work will continue to be improved across CP7, with the Technical Authority supporting regions to lock this approach into both the Technical Authority and the regions planning and assurance activities.

Each year there are around 25,000 incidents (referred to as service affecting failures) that create disruption to train services equivalent to around a quarter of all delays. We've gathered learning from incidents over the past 20 years and have shared these through tools and dashboards. Opportunities to strengthen these insights have been identified and implementing these will form a key area of focus for the first half of 2025/26.

Sustainable growth

Plans for CP7 continue as per the original delivery plan and the second year will include:

- leading the business change required to achieve the first PAS 2080 certification within Network Rail – the global standard for managing carbon in infrastructure
- embedding circularity requirements into key contracts, including rail and composite sleepers
- starting to track progress against our Air Quality Improvement Plans at managed stations
- defining habitat management plans and their reporting requirements so that we can manage our land responsibly for the benefit of nature, safety, and performance
- beginning work to define and create a community needs plan
- developing a sustainability data system solution to improve business insight
- updating sustainability requirements in our Environment and Social Minimum Requirement standard as well as embedding requirements into the Sustainability Impact Assessment (in development) and reviewing the supporting documents we use for managing sustainability in infrastructure projects (PACE products).

Key priorities for each strategic theme

Engineering

Engineering programmes – 75 projects across all disciplines addressing safety, efficiency and performance. Highlights of what we will deliver:

- standard updates to enable efficiencies across all disciplines and improved media for briefing
- improved tools for workbank modelling supporting decision making in CP7 and CP8 business planning (all assets)
- earthwork monitoring using satellites and drones
- a full update of the S&C Crossing inspection and maintenance standard to unlock cost and performance opportunities for the routes
- drive holistic improvements in managing competence for engineering, asset management and maintenance.

Safety

Electrical safety

Traction power electrical safety is the third highest workforce safety risk. As a business, we are firmly committed to reducing this risk to fall within our corporate risk appetite, in alignment with Network Rail's safety vision of 'everyone home safe everyday'.

Regarding legal safety and compliance improvements, we remain on track to meet our planned Control Period 7 exit position for process, standards, competency and culture improvements. Key successes in FY24-25 include deploying Single Approach to Isolations in North West Route and at Ipswich Maintenance Delivery Unit and the trial of Trapped Key Remote Secure started in Scotland. Plus, we've made great strides with the development other remote secure solutions. We're on target to start the mobile app trial in summer 2025. Delivery of conductor rail local securing solutions has also progressed to plan, and we're on target to achieve our commitment.

Train service delivery

Research, Development and Innovation

Year 2 budget forecast for RD&I is £28.3m with additional funding of £7.9m targeted through third party, co-funded schemes. We'll achieve the additional funding through wide ranging stakeholder engagement, informing Network Rail's RD&I objectives and challenges through problem statements, to enable third party investment opportunities to be generated through innovative schemes to develop solutions and products for Network Rail's challenges.

Efficiency

We need to drive and deliver further efficiency internally within Technical Authority and for the routes and regions. We continue to challenge all contractual arrangements, strive to deliver scope for less and embed learnings to maximise internal efficiency. Our key areas of standards, research, development and innovation and engineering initiatives remain a high priority. We are working closely with the regions to maximise these opportunities, embed initiatives through the business and drive cost reduction. We're also focusing the Enhancement portfolio with many projects including RD&I's Cost Electrification Programme to deliver cost improvements.



Annex

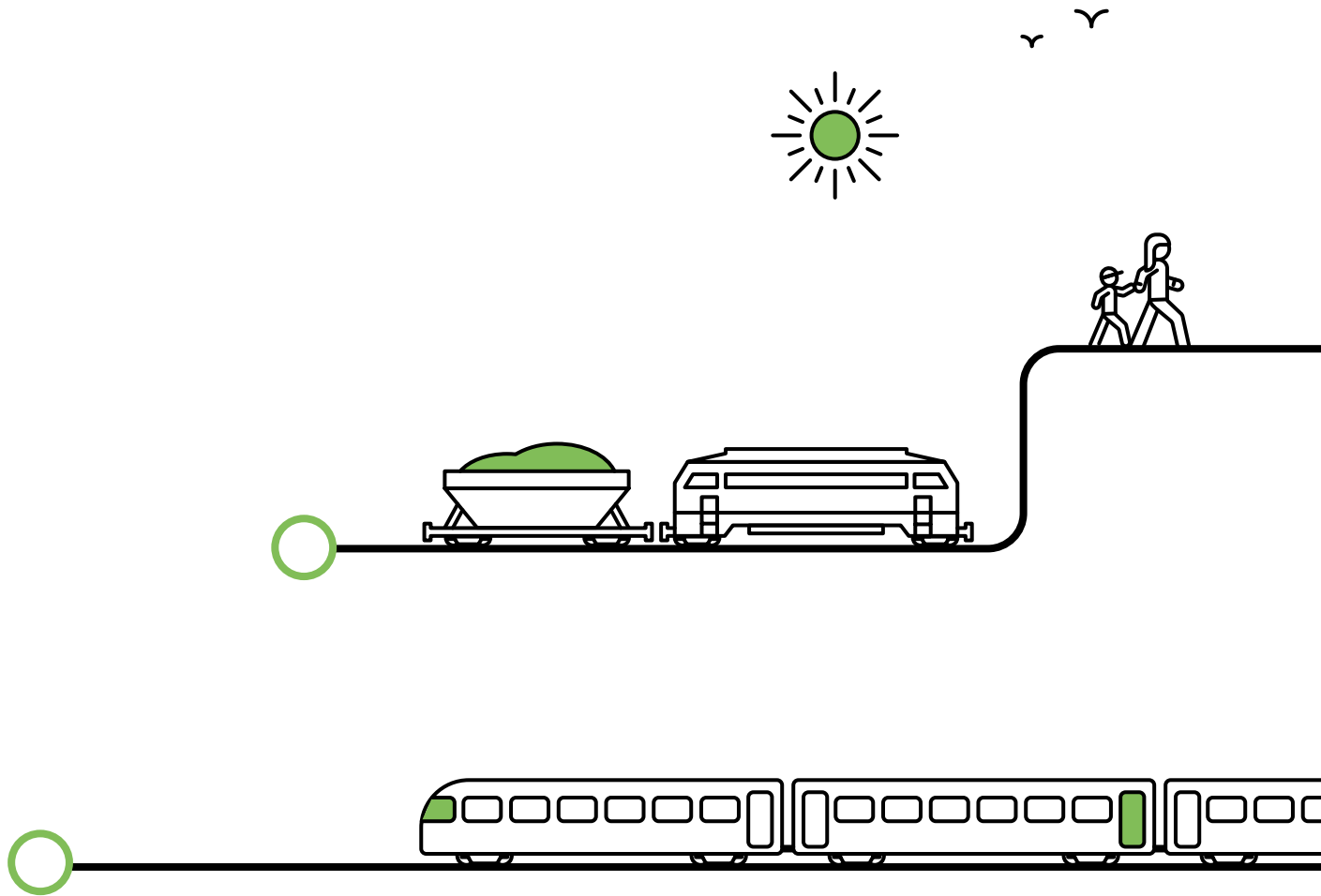
A. CP7 outcomes

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.

Table A1. CP7 outcomes by strategic theme.

Strategic theme	Measure	CP7 exit (March 2024 Delivery Plan)	CP7 exit (March 2025 Delivery Plan)
Efficiency	Operational Expenditure Efficiency ¹	£19.8m	£19.8m
	Capital Expenditure Efficiency ¹	£30.8m	£30.8m
People	Employee Engagement	55 %	55 %

¹ Regulatory success measures with targets set in ORR’s final determination.



Network Rail Limited

Waterloo General Office, London, United Kingdom, SE1 8SW

Website: www.networkrail.co.uk

Company number: 04402220