

Property supervisory committee report



I am pleased to present the committee's report into its key activities undertaken during 2024/25, alongside its anticipated activities for 2025/26.

The committee has continued to monitor Network Rail's overall property performance against its strategy for Control Period 7 and continued to use key performance indicators to benchmark regional performance.

Our retail team has had a successful year having opened 66 units. Eight new retailers have been brought into our stations ranging across, food and beverage. Voids have reduced from 4.5 per cent at the start of the year to 3.2 per cent.

The committee has received progress updates on a number of strategic projects, of note the strategic partnerships with Homes England, Transport for London and other authorities.

The committee monitored group development's progress with the proposed merger with London & Continental Railways (LCR) which became a subsidiary of Network Rail in April 2025. The merger will create a residential and commercial property development company dedicated to deliver regeneration projects and provide affordable residential homes across Great Britain. Once established it is anticipated that the property supervisory committee will be disbanded.

Mark Bayley CBE

Chair, property supervisory committee
18 July 2025

Committee attendees

A Network Rail regional property directorate and the general counsel normally attend meetings by invitation, as well as representatives from the Department for Transport and the Infrastructure and Projects Authority.

Role and responsibilities of the committee

The terms of reference (ToR) govern the structure and operation of the committee, including its delegated responsibilities and authority. The ToR are reviewed regularly, to ensure the activities of the committee align with the needs of the organisation.

The committee's role is to consider and provide advice upon:

- the long-term vision and strategies for Network Rail's development property portfolio and its commercial estate
- the performance of the regional property directors and Group Property,
- to make decisions or recommendations (subject to the committee's delegated authority)

Principal activities during the year

The committee normally conducts a site visit prior to each meeting. Sites visited included Glasgow Queen Street station, Waterloo station (The Sidings), London Euston station and Bow Goods Yard.

The committee receives detailed property updates for discussion at each meeting. A written summary of the committee's activities, the main discussion points, findings, and any recommendations is provided to the Board for its next meeting.

Key areas of focus during 2024/25:

The key areas of focus during the year have included:

Strategic project key issues

The committee received updates on the portfolio of strategic projects including those at Bow Goods Yard in East London, London Liverpool Street, Waterloo, Cardiff Central, York Central, Oxford station and London Victoria.

Redevelopment of London Euston and London Liverpool Street stations

The committee reviewed and provided feedback on the key developments underway at London

Euston and London Liverpool Street stations. The London Liverpool Street development received public objections this year as there were concerns about the original proposal for the partial demolition of the Victorian station and a new multi-storey tower cantilevered above a neighbouring Grade-II* former hotel. The plans to redevelop London Liverpool Street station were regenerated under the supervision and scrutiny of the committee.

Regional property directors' reports

All regional property directors have presented to the committee, giving an overview of regional property strategies, targets, performance, efficiencies and the strategies being implemented for rail reform.

Financial performance

The committee received regular finance updates including updates on year-to-date performance, profit forecast versus budget and capital expenditure.

Sustainability

The committee received an update on a trial to reduce food waste at stations. In April 2024, Waterloo station trialled a food waste reduction project with the charity Olio. SSP Group plc partnered with Olio to redistribute collected food and, after a successful trial, agreed to implement the project at 38 sites and 94 units, including all M&S locations in managed stations.

Ernst Young (EY) was appointed sustainability advisers and over the year the committee had significant discussions on EY's work with us developing a property sustainability strategy. The key themes included carbon, station air quality, circular economy and social value.

Planned activities for 2025/26

In the year ahead, the committee will continue to monitor progress on the following until the formation of the new property development company:

- property development strategy and planning for Control Period 7
- strategic development schemes
- the regional property opportunities
- sustainability
- the proposed merger of London Continental Railways with the Network Rail Group Property team
- disbanding of the property supervisory committee once the new property development company has been established