

# Half-year performance report

April - October 2025

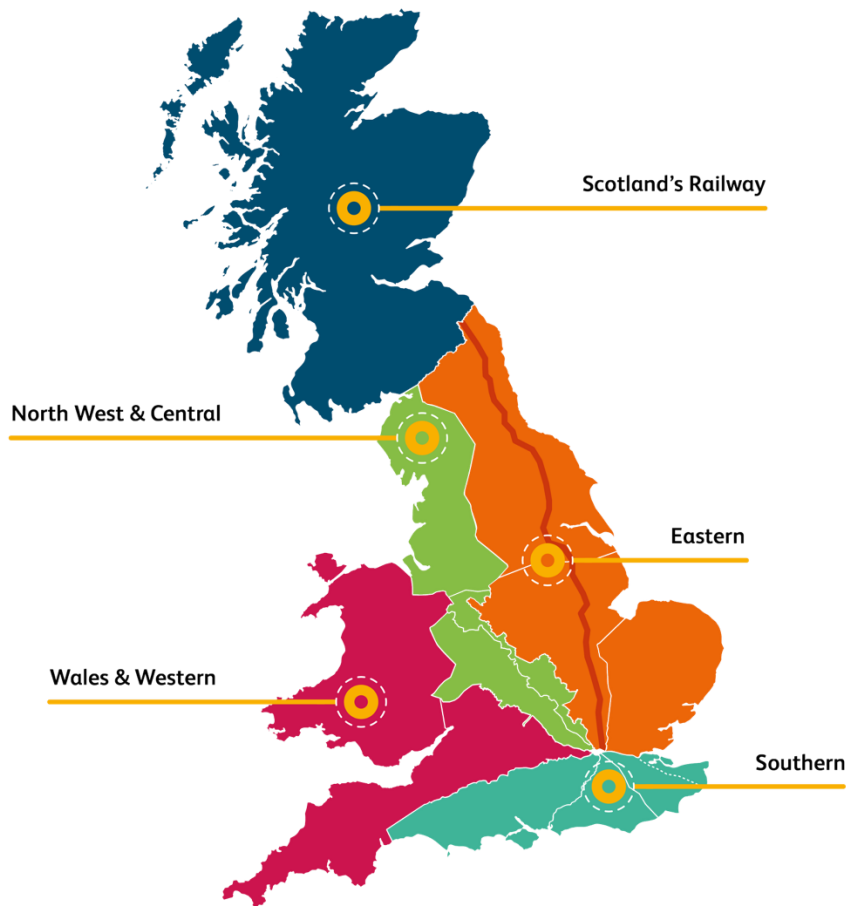


# Welcome to our half-year report

This report covers the first half of 2025/26, from April to October 2025 (periods one to seven)

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# About us

## Our vision – Simpler Better Greener

Our vision is for a simpler, better, greener railway that supports Government priorities for Britain's whole transport sector.

Our organisational performance is measured against a number of metrics, based around our six strategic themes: Train Service Delivery, Safety, People, Sustainable Growth, Efficiency and Customer & Communities.

## Our purpose

We own, repair and develop the railway infrastructure in England, Scotland and Wales. We exist to get people and goods where they need to be and to support our country's economic prosperity.

## Our role

Running a safe, reliable and efficient railway, serving customers and communities.

## Our routes and regions

We are customer focused. We run the company through devolved region businesses that understand how to meet customer needs. They operate, maintain and renew infrastructure to deliver a safe and reliable railway for passengers and freight customers.

Each region supports one or more routes. A region plans and responds to what passengers want and need from the railway, each region has its own Managing Director.

Within the regions are routes which deliver local operations, maintenance and renewals. The routes are responsible for day-to-day delivery of train performance and work closely with local train operators.

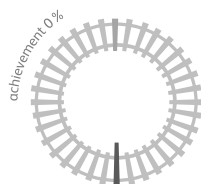
## National performance

We set ourselves stretching targets at the start of the financial year, focusing on areas that are of importance to our organisation and our strategic objectives with our passengers and stakeholders in mind. We are working hard with our industry partners to deliver improvements to ensure a safe and reliable infrastructure for our users. Our performance against all national scorecard targets is summarised below.

**Overall  
National  
Scorecard  
Performance**  
**78.5%**



**Time to 3**  
**84.2%**

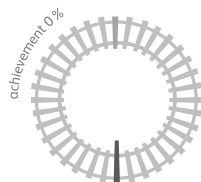


A challenging first half year missing target, particularly so in four of the seven periods. The hottest and one of the driest springs was followed by the warmest summer on record. Improved weather forecasting and operational mitigations reduced the effects of the sustained heat on our assets. External factors such as trespass and suicide remain significant and with infrastructure and operations are key areas we and the industry are working to improve. A dedicated trespass programme is helping reduce delays, improve understanding, technology use, and better manage mental health challenges. Our largest performance losses are the sum of many smaller ones, so we are enhancing focus on where and why these occur and how we best reduce them.



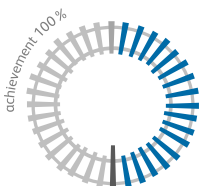
**Train service  
delivery**

**Passenger  
Cancellations  
(NR  
Attributable)**  
**1.90%**



Cancellations are tracking closer to target than punctuality but challenging Network Rail delivery in the second quarter of the year reflected the challenges posed by the sustained heat. Improved Operator crew availability has aided quicker recovery from all causes of incident. But the low soil moisture levels left after the warm dry spring and summer present an issue for the third quarter of the year. The risk to track alignment and embankment stability may need to be mitigated by service reductions and speed restrictions; so far impacts are less than feared.

**Freight  
Cancellations**  
**1.3%**



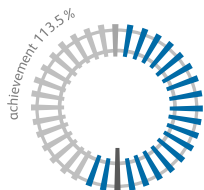
Freight is performing well to date and is forecast to be on target by the end of the financial year. It has seen a year-on-year improvement across all Network Rail caused categories, particularly in Track. The impact from train operators has risen compared to last year, driven by a small number of significant fleet related incidents on core freight routes. There has been an increase in traffic levels from London Thameside to West and East Coast Main lines, due to changes in freight traffic flows, particularly the transfer of shipping lines from Felixstowe to London Gateway. We are working with routes, freight operators and the port to create the capacity required to move these trains.





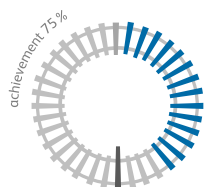
## Safety

### Passenger Safety Milestones 82.7%



Passenger Safety Milestones is a measure tracking how we are improving public and passenger safety. Our milestones include a wide range of activities e.g. improving safety at our managed stations, vegetation management and working to improve level crossing safety amongst other things. We have delivered 6 of our 30 national passenger safety milestones, we are still on track to hit our target for delivery as planned.

### Workforce Safety: Fatalities & Weighted Injuries (FWI) 0.064

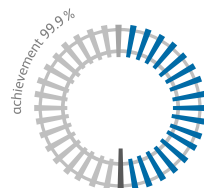


Our FWI performance has continued from the end of 2024/25. Having seen the same number of specified injuries (non-fatal injuries weighted according to their relative severity) in the first seven periods of the year compared to last year, but an overall reduction of 46 injuries to our workforce. In period seven, we recorded zero specified injuries, the last time that occurred was April 2022. Early positive results for period eight indicate we could still achieve our year-end target of 0.063.



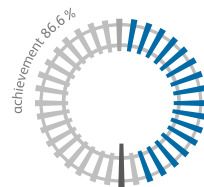
## Efficiency

### Operating Subsidy (Profit & Loss) -£2375.7m



Year-end is forecast to finish broadly in line with the target. Schedule 8 costs (payments for unplanned disruptions), are expected to be higher than budget, reflecting overall train performance that is missing targets, along with a series of significant disruptions and incidents across the network. This negative impact is expected to be mitigated by lower Schedule 4 costs (compensates train operators for planned disruptions) which have benefited from fewer disruptions than expected and marginal savings across operating expenditure.

### Capital Financial Performance -£51.1m

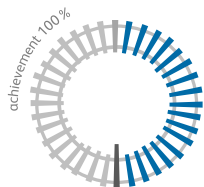


Capital finance performance is forecast to be £38m adverse to target. This is primarily due to underperformance in renewals, notably across track, signalling and buildings. Additionally, enhancements (which covers improvement projects) are expected to be slightly adverse to target by year-end.



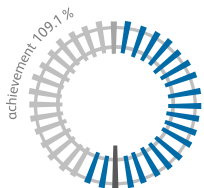
## Sustainable growth

### Enhancement Milestones 80%



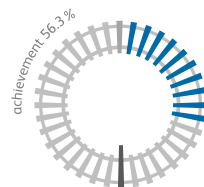
This measure helps us to track our progress against key enhancement projects across the network. So far, we have delivered 13 out of 25 of our national enhancement milestones and are on track to hit our target. One of our milestones, TransPennine Route Upgrade (TRU), Church Fenton to York Electrification in the Eastern region, was due to complete much later in the year but was delivered significantly early.

### Effective Volumes 101.8%



Our effective volumes are doing well across the majority of our 7 key assets that we monitor. We have seen particularly strong performance in our structures and bridges when comparing to budget. We are forecasting to achieve our national Year End target, driven by outperformance of track and earthworks.

### Route to Net Zero 4.3%

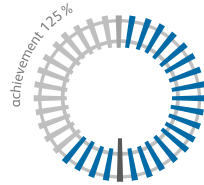


Nationally, we are slightly behind target, however we have reduced our carbon emissions from energy, fuel, business travel and waste compared to this time in 2023 (our baseline year). Electricity and gas consumption remain the largest contributors to the carbon produced within this measure, with diesel and petrol the second largest. Our teams are working to improve data accuracy through better electricity and gas metering across our estate to enable us to effectively manage our consumption. Each region has energy reduction plans in place to work towards our net zero trajectory, including plans to improve energy efficiency across our road fleet, infrastructure, buildings, and at our stations. As part of this we have a national programme to transition our vehicle fleet to Zero Emissions Vehicles (ZEVs). We are making good progress in this area. We are confident that our plans will enable us to continue to make positive progress.



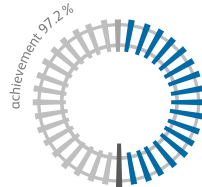
## Customers and communities

### Passenger Satisfaction (Wavelength) 7.90



Network Rail's national scorecard measure for passenger satisfaction uses the Rail Delivery Group's Wavelength survey as its source of data. Nationally, 85 % of passengers to date are satisfied with their rail journey. Strong satisfaction is seen across all Great Britain: each Network Rail region is significantly above their targets. In the latter half of the year, this survey will be replaced with the new Rail Customer Experience Survey, which will take over as the new way Network Rail will ask passengers about their experiences

### Customer Contact 97.2%

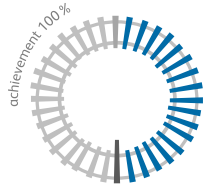


Nationally, we've reduced our number of Complaints by 2 % , however we remain behind our stretching target. Both the Average Age of Service Requests and Quality Score components are out-performing, and this is despite last year's high benchmark performance for the Quality Score. This means that despite the more-timely closure of requests, the quality is not being compromised.



## People

### Employee Engagement 58%



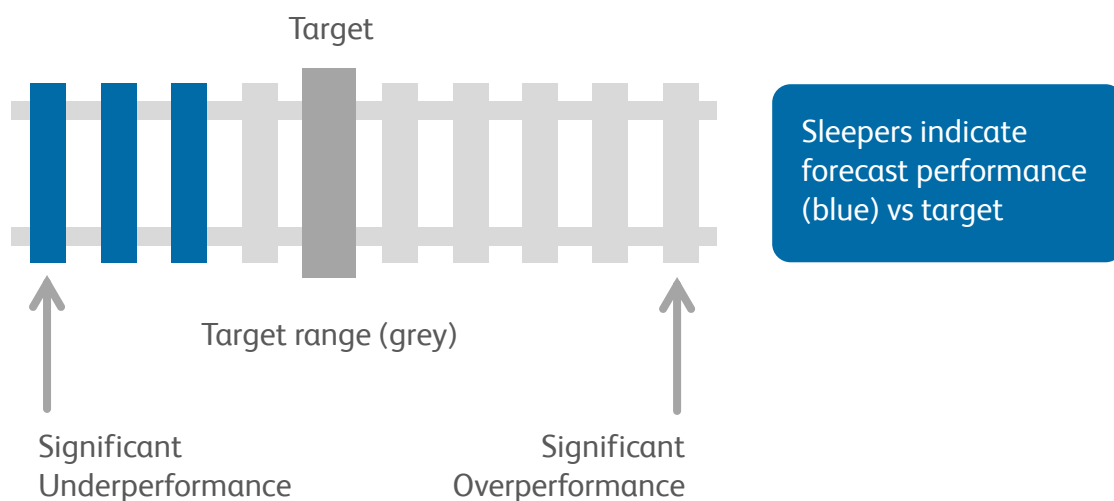
Employee engagement increased nationally by 6 % points in 2025, with our next survey taking place in March 2026 where we seek to achieve our target of 58 % . Activity to improve engagement at team level is being delivered in line with local action plans. Activity such as leadership and management development programmes and systems thinking interventions for frontline engagement continue to take place to support reaching our target.

# Our regions

## How to read the performance infographic

Against each of our metrics we have a lower taper (our lowest permitted level of performance), a target (what we aim to achieve throughout the year) and an upper taper (the level at which we are considered to be outperforming).

Where we achieve anything below our lower taper, we get an achievement score of zero. Performing to target will get us an achievement score of 100 percent. Overperformance (above target) means we're achieving above 100 percent up to a maximum of 200 percent.





## Eastern

### Train Service Delivery

Time to 3  
**84.5%**



Passenger  
Cancellations  
(Network Rail  
Attributable)  
**1.58%**



Freight Cancellations  
**1.4%**



Train Performance  
Improvement  
Milestones  
**80%**



Our Time to Three full-year forecast stands at 84.5 % which is 1 % below target.

Through the Eastern Performance Plan, we are leading targeted efforts to enhance operational performance. This includes route-specific interventions aimed at improving asset reliability, accelerating service recovery, and building operational resilience. We've strengthened our incident management and accelerated maintenance on high-risk asset groups. Across the region, we're focusing on improving our operating plan, ensuring swift incident response, and keeping trains moving safely and reliably.

We have increased network capacity through increased station stops, which has naturally led to an increasingly congested railway. Alongside this, weather-related disruption has intensified, with prolonged summer heat contributing to Soil Moisture Deficit and resulting in widespread speed restrictions across the Anglia route.

In December 2025 we will deliver a transformative timetable change on the East Coast Mainline. This will deliver more frequent, faster services and increased seating capacity for passengers – marking a major step forward in service enhancement.

Passenger Cancellations attributable to Network Rail stand at 1.73 % Moving Annual Average (MAA), slightly adverse to the 1.65 % target, following challenging infrastructure performance earlier in the year and external factors causing consistent impact. Despite slight year-to-date underperformance, we continue to forecast achievement of our 1.58 % year-end target.

The percentage of Freight Cancellations is slightly above our 1.4 % (MAA) target at 1.3 %, which is a significant improvement from 1.9 % at this point last year, reflecting a stronger and more resilient network for freight. We are forecasting to meet our 1.4 % year-end target.

We have introduced a new measure on the regional scorecard this year to track progress on 20 Train Performance Improvement milestones aligned to the Eastern Performance Plan.

We have completed 10 milestones to date, maintaining 100 % achievement. Highlights include the launch of a new service delivery centre with co-located Network Rail and Arriva Rail London teams, which has reduced reactionary delays following incidents, helping minimise service disruption to passengers. In the East Midlands, the renewal of priority cabling has significantly improved the reliability of our infrastructure on the critical Midland Mainline corridor.

# Safety

## Passenger Safety Milestones

80.0%



## Workforce Fatalities and Weighted Injuries

0.054



We are monitoring progress against 15 milestones aimed at enhancing public and passenger safety. To date, we have successfully delivered four Passenger Safety Milestones, sustaining a 100 % year-to-date achievement rate. These milestones include the implementation of targeted safety improvement plans, addressing operational close calls and high-risk locations for trespass and vandalism in the Eastern region, which will have positive impacts on both public safety and train performance.

Alongside our commitment to public and passenger safety, we closely monitor workforce safety performance using the Workforce Fatalities and Weighted Injuries (FWI) metric. We remain dedicated to improving on last year's results and are pleased to report a reduction in the severity of workforce safety incidents compared to this time last year.

To drive continuous improvement, we've introduced a regionally coordinated strategy aimed at reducing the risk of trackworkers being struck by trains. Key initiatives include adopting new technologies to enable safer line blockages and possessions, simplifying safe system of work packs and enhancing briefings for delivery teams, implementing local interventions to boost situational awareness when accessing the railway.

This framework is designed to foster shared learning across the region and ensure a consistent rollout of safety technologies, helping frontline teams adopt them more effectively.

We're encouraged by the progress made so far, but maintaining momentum will be critical to achieving our year-end FWI target of 0.054.

# Efficiency

Operating Subsidy (Profit & Loss)  
**-£741.0m**



Capital Financial Performance  
**-£25.1m**



Operations, Maintenance, Support and Renewal (OMSR) Efficiency Delivery  
**£145.6m**



Our Operating Subsidy performance currently stands at -£358.1m, which is £1.5m ahead of the year-to-date target. This reflects strong cost control compared to the same period last year which was £13.9m behind target. Looking ahead, our full-year forecast is slightly behind target at -£741m versus -£740.4m budget. This is mainly due to increased maintenance spend for vegetation management, partially offset by stronger property income and lower Schedule 4 compensation costs.

The Capital Financial measure tracks our performance against renewals and enhancement budgets. At Period 7, we are reporting a -£16.8m variance to target, mainly due to increased costs on key projects such as Cambridge South, Darlington, and the Northumberland Line.

Our full-year forecast shows a net adverse position -£25.1m, which is shaped by scope changes, land access constraints, and programme delays affecting some renewals projects. These pressures are partially offset by a favourable enhancements position, supported by a reduction in project reserves on the Midland Mainline Kettering–Wigston scheme.

We have enabled £108.4m of Operations, Maintenance, Support, and Renewal Efficiencies for FY26, supporting the delivery of our ambitious £921m CP7 efficiency start. Year-to-date progress is underpinned by strong Opex cost control and the deployment of initiatives such as Minimal Viable Product, aimed at maximising value within our renewals portfolio.

Our efficiency forecast is currently £8.3m above target at £145.6m due to strong Opex performance, with £53 million of enabled opportunities at this stage of the year. backed up by a further £92.6 million of forecast Capex efficiencies.

# Sustainable Growth

Enhancement Milestones  
**80.0%**



Effective Volumes  
**98.5%**



Route to Net Zero  
**5.0%**



So far, we have completed nine of our Enhancement Milestones, notably the early delivery of signals away on the Northern City line which has become the UK’s first commuter railway to operate without signals at the side of the track. This is a major milestone in the national deployment of cutting-edge digital signalling technology.

We’ve also delivered a significant milestone on the Transpennine Route Upgrade programme, by electrifying the line between Church Fenton and York. This milestone contributes to the delivery of faster, greener and more reliable journeys for passengers between York and Manchester, with 25 % of the route now electrified.

Year-to-date, we have exceeded our Effective Volumes target, driven by budget phasing and accelerated delivery on key projects: Our full year forecast currently stands at 98.5 % following a reduction in signalling volumes on the Swindon re-signalling project. This has been partially offset by delivery outperformance within track Plain line and Switches and Crossings. We will continue to pursue opportunities to boost volume delivery in the second half of the year and remain focused on achieving a strong year-end performance.

We are currently behind our 5 % Route to Net Zero (RtNZ) full-year reduction target, largely due to increased gas consumption at two major sites and the recommencement of electricity usage at two locations that were inactive during the baseline year. To support progress toward our RtNZ target, a range of initiatives are underway across the region. These include upgrades to lighting and controls, installation of solar generation and voltage optimisation at high-consumption sites, and the deployment of electric vehicles to reduce diesel usage.

## Customer and Communities

Passenger Satisfaction (Wavelength)

7.90



Customer Contact

50.0%



Satisfaction is closely linked to train performance, and while many key factors relate to the onboard experience of passengers, both train performance and station experience play a significant role in overall satisfaction. We have built on our strong FY25 performance, achieving a year-to-date satisfaction score of 8.01. This improvement highlights the positive impact of our Customers and Communities strategy, which includes initiatives to create more welcoming stations, enhance accessibility, and deliver high-quality passenger assistance.

Our objective is to further develop into an excellent customer service organisation, with a commitment to continuously enhancing the customer experience. Our Customer Contact metric is currently behind target at 50 %, impacted by a 6 % increase in complaints compared to this time last year due to a couple of high-profile incidents. Our customer feedback survey and quality assurance scores have improved year-on-year, and whilst these are slightly behind a challenging target there is an opportunity for further improvement in the remainder of the year.

We continue to outperform our Average Age of Service Request targets, reflecting sustained improvement. Our focus remains on driving performance throughout the remainder of the year to ensure we consistently deliver excellent service to our customers.

## People

Employee Engagement

57%



Last year's *Your Voice* survey delivered a regional Employee Engagement score of 56 %, marking a notable improvement from the previous year's 50 %. In response, teams across the region have developed targeted action plans to address areas of lower performance and strengthen overall employee satisfaction and engagement. We remain committed to continuous improvement, building on last year's positive momentum to further enhance the employee experience.

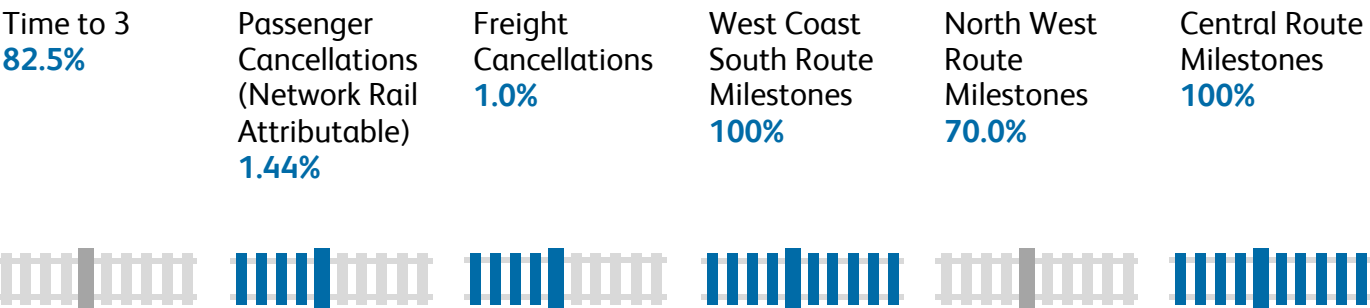
## Overall Scorecard

87.9%



# North West and Central

## Train Service Delivery



On our scorecard, we have challenged ourselves to improve on the prior year performance and following lessons learnt from the performance recovery approach undertaken in Eastern, the Managing Director instructed the creation of a regional performance strategy which has a clear governance structure in place to scrutinise and track progress and course correct as required.

Punctuality is measured using the percentage of services arriving within three minutes of their planned arrival time. Our Time to 3 train performance is below the forecast trajectory. Punctuality has been affected by a combination of major incidents, such as the Denbigh Hall derailment on the West Coast Mainline and Proof House Junction dewirement on Central route; and an increase in the amount of delay each incident experiences. This impedes the time it takes for the service to recover to the planned timetable. Despite an overall improvement in asset performance, failures from points and axle counters have caused a greater impact, and trespass on the network remains an ongoing issue. To address these, the region is concentrating on key areas for the remainder of the year, including strategic asset resilience; focussing on high impact areas, targeted interventions for trespass, refining operating plans and strengthening recovery plans. The benefit has been seen during periods 6 and 7, where Time to 3 has demonstrated stabilisation and punctuality is projected to remain consistent with last year; however, this is below our scorecard target.

Network Rail Cancellations performance has seen an improving trend in 2025/26, driven by better management of significant incidents such as severe weather. Major incidents have increased Network Rail cancellations in period 4, causing 1.73 % of services to be cancelled in the last 13 periods and just short of our target of 1.63 %. However, the Region remains within the planned trajectory for year end. Major incidents have also resulted in freight cancellations that are slightly below the MAA target. However, the number of cancelled freight services in the past 13 periods is lower than at the same point last year, and current projections indicate that the year-end target will be met.

In 2025/26 we introduced route milestones to track the progress of regional, route and customer priorities through the delivery of 10 milestones on each of our routes. To date we have delivered four of these including a joint performance strategy with Avanti on West Coast South and enhanced operational readiness plans on Central. Both routes are forecasting to deliver all their milestones. North West's first milestone; the accessible travel lounge at Liverpool Lime Street, is planned for delivery in period 11. North West has identified risks with three of their milestones, but is focussed on recovering by year end.

# Safety

## Passenger Safety Milestones

86.6%



## Workforce Fatalities and Weighted Injuries

0.064



We are forecasting to meet both of our 2025/26 safety scorecard targets; Fatalities and Weighted Injuries (FWI) and Passenger Safety Milestones (PSM). This projection is based on current performance across key health and safety areas and ongoing alignment with the organisation's strategic safety objectives which are to reduce passenger safety risk, reduce health and safety risk to our colleagues, reduce public safety risk and effectively control threats to railway security.

Our Passenger Safety Milestones measure achievement against key objectives to reduce train accident risk and improve public and passenger safety across the network. The first two of our milestones are planned for delivery in period 8. We have challenged ourselves to deliver an ambitious programme of safety improvements at stations, level crossing and across the infrastructure including interventions to reduce trespass and vandalism, level crossing risk reduction and improved crowd management at our manged stations. We also have plans to improve the quality of our vegetation data and health and safety files as well as installing Earthworks failure detection mitigation at 26 sites. Reducing train accident risk (safe management of the assets trains run on and the safe operation of trains) is a priority and we are submitting three additional milestones to be delivered this year.

We are on target to achieve a 5 % year-on-year reduction in our Fatality Weighted Injuries (FWI) from the 2023/24 exit year end position; reducing harm to our workforce. Progress is being driven by route-led annual safety enhancement plans that address targeted risk areas such as manual handling training; including start of shift warm up, empowering team leaders' courses and 140 physical site improvements. Our current position reflects substantial improvement compared to the same point last year.

## Efficiency

Operating Subsidy (Profit & Loss)

**-£387.3m**



Capital Financial Performance

**-£3.3m**



Net Operating Subsidy is £13m adverse to budget in the year to date, mainly related to large incidents on West Coast South which have led to higher than budget payments to train operators for unplanned disruption such as the derailment at Denbigh Hall in period 4 and fatalities on the West Coast Mainline South in periods 4 and 5. Following Union consultation, there has also been a higher than budgeted pay award and increased costs for the structures examinations team. This has been partially offset by better than budget payments to train operators for planned disruption which is attributed to collaborative working and planning that has led to train operators increasingly using diversionary routes during blockades.

Capital Financial Performance is projected to be £3 million over budget for the full year, related to flooding at Whitehaven tunnel and increased costs on drainage schemes arising from site complexity. Finance is currently assuring this figure as the Capital Financial Performance is a new process that has been implemented nationwide.

# Sustainable Growth

Enhancement Milestones  
**93.3%**



Effective Volumes  
**104.1%**



Route to Net Zero  
**5.0%**



We have completed 12 of the 15 milestones targeted within our Enhancements Milestones measure, on time or early. These include entry into service of the 6.5-mile electrification of the railway between Wigan and Bolton with electric trains now running on the route. We have also completed construction ready designs for Salford Crescent 3<sup>rd</sup> Platform which is a critical part of a £21m investment to the station infrastructure and which will help to ease congestion on the busy Manchester to Preston line. As well as the commissioning of the signalling at Northampton Gateway; a new strategic rail freight interchange on the West Coast. A further two are forecast on target with a change control planned for the Entry into Service of lifts at Worcester Shrub Hill due to an unexpected increase in contractor costs.

Effective volumes are ahead of budget year-to-date, due to the phasing of the replacement of Stockport’s Greek Street railway bridge over the Manchester spur of the West Coast Main Line. The whole scheme completes in period 12 but the major bridge works were completed in period 6. The overall year end forecast remains ahead of budget, principally due to additional Signalling works related to Kingmoor re-signalling and additional minor signalling interventions on North West Route. There is a risk that schemes deferred from this year may affect volume delivery in the second half of the year; however, efforts are focussed towards meeting year-end targets.

Our environmental performance is measured through the Route to Net Zero metric. The metric is reported two periods in arrears and in the last 13 periods to period 5 the region has reduced emissions measured in carbon tonnes by 3.2 % . Most of the reduction is from electricity usage followed by reduced usage of diesel in cars and our plans are driving a forecast of a 5 % reduction in emissions at year end and delivery of our target. We are focussed on measuring and reducing non traction electricity usage and fuel consumption in cars at route level.

## Customer and Communities

Passenger Satisfaction (Wavelength)

7.94



Customer Contact

129.4%



Our Wavelength survey assesses passenger satisfaction by evaluating feedback from their most recent journey. Performance in Wavelength has been exceptionally strong in the first half of year with each period above target expectations and we are now the second highest performing region in this area. We expect this to continue through the transition to the Rail Customer Experience Survey (RCXS) when it is introduced in the latter part of the year.

Although we are attaining strong Wavelength passenger satisfaction scores, there remains an opportunity to enhance our Customer Contact metric. The Customer Contact metric measures how we manage communications from the customers of our assets such as lineside neighbours and at managed stations. An increased volume of customer complaints over the summer means we are below our year-to-date targets. Although we have reduced complaints by approximately 10% compared to the same point last year and these are now reducing in line with seasonal expectations. We are therefore anticipating meeting our year-end target.

Our customer survey score is also below expectations and route led targeted action plans are being developed. All routes are bettering the average age of service requests with the region at 14 days, comfortably below the 18-day target. All routes are also meeting internal quality levels with our overall quality assurance score at 97%.

## People

Employee Engagement

56%



The FY25 *Your Voice* survey result is 55% a notable increase of 6% from the spring FY24 survey result of 49%. We are planning to continue improving and the target for FY26 has increased by one percentage point to 56%. Teams across the region have developed targeted action plans to consolidate employee engagement.

## Overall Scorecard

100.5%



## Scotland

### Train Service Delivery



Performance in train service delivery has faced sustained challenges throughout the year-to-date. The “Time to 3” metric finished Period 7 with a moving annual average (MAA) of 88.4 %, below the full-year target of 89.9 %. This marks the seventh consecutive period below target, driven by a combination of factors including a difficult start to the year. The Scotland Train Performance Measure (STPM) also remains below target with the MAA at 89.5 %. Performance in Period 7 was initially strong but was significantly impacted by Storm Amy, which brought severe weather disruption across the network, followed by a series of major incidents including the failure of the Highland workstation at Inverness Signalling Centre. These challenges came on top of earlier disruption caused by Storm Floris, which was an unprecedented weather event for so early in the summer season, and extended periods of hot weather during the summer. The cumulative impact of these weather events has increased pressure on asset reliability and contributed to several complex possession overruns, (where planned engineering work on the railway continues beyond the agreed possession end time, delaying the hand back of the track to normal train operations, making recovery more difficult).

We have recently carried out a “Root and Branch” review which sets out a strategic transformation in how Scotland’s Railway manages train performance, aiming to achieve a sustainable improvement towards the ambitious 92.5 % STPM target by 2028/29. The purpose is to move beyond incident-focused interventions and establish a whole-system approach, integrating robust incident response, resilient timetabling, operational discipline, and modern technology. Outcomes include a comprehensive set of commitments—such as enhanced data systems, regular timetable hygiene reviews, improved staff competency frameworks, and deeper integration of performance teams—that collectively underpin a more resilient and customer-focused railway. We are delivering these outcomes through close collaboration with key stakeholders; ScotRail, Transport Scotland, Scottish Rail Holdings, and wider industry partners, with a strong emphasis on joint governance, shared improvement initiatives, and engagement with external agencies like emergency services and British Transport Police. The review’s holistic approach and partnership working are designed to ensure that performance improvements are both measurable and sustainable, delivering the reliable service that passengers in Scotland deserve.

The outlook for the remainder of the year for train performance is challenging. Achieving full year “Time to 3” and “STPM” targets will require sustained above-target performance and a reduction in further major incidents, which is a significant ask given the anticipated volatility of weather and the operational environment in the coming winter months.

Freight cancellations year-to-date are at 1.2 %, comparable to the 1.2 % year-to-date target, with weather-related incidents—such as points damage, trees on overhead lines, and storm impacts—being main factors impacting performance. However, there has been a reduction in cancellations in

latter months and the full-year forecast is 1.1 %, in line with target, reflecting the team’s focus on prompt recovery and keeping trains moving wherever possible. Caledonian Sleeper Right Time Arrivals have been challenging, finishing Period 7 with the MAA at 83.5 % against a target of 87.6 %. Excellent performance in 2024/25 meant that our scorecard target in 2025/26 has risen, with our year-on-year targets being set higher than prior year performance. Major incidents, such as cable theft and fleet-related issues, have contributed to the recent underperformance. While there has been some stabilisation in recent periods, meeting the full-year target remains highly demanding.

Passenger cancellations attributable to Network Rail finished Period 7 with an MAA of 1.25 % against a year-to-date target of 0.94 %. While recent periods have seen improvement due to more benign weather, with the exception of Storms Floris and Amy, the earlier adverse results leave little margin for error, and winter months will be critical for recovery. The business is acutely aware that the ability to deliver under targeted levels in the coming months will be essential to recovering some of the current shortfall.

## Safety

Passenger Safety  
Milestones  
**93.3%**



Workforce Fatalities  
and Weighted Injuries  
**0.062**



Maintenance Backlog  
– Annual Average  
Work Outstanding  
**96.20%**



Investigations/  
Compliance  
**125.0%**



Safety performance continues to be a core focus for Scotland’s Railway, with a strong emphasis on both passenger and workforce safety. Four passenger safety milestones have been delivered early, putting the completed percentage at 40.0 % year-to-date, above target. One milestone, ‘Implement Felix System’ remains at risk as a result of technical issues which have persisted with the technology, but all others are on track for scheduled completion, and the team is confident that we will recover this and deliver in line with target.

The workforce fatalities and weighted injuries (FWI) rate is at 0.054 year-to-date, below the revised target of 0.062, which is a positive result and reflects the effectiveness of ongoing safety initiatives. However, there is a note of caution as winter typically brings increased risk of slips, trips, and falls, and historical trends show a rise in incidents towards the end of the financial year, coinciding with an uptick in delivery activity. The business remains vigilant and is proactively monitoring performance to mitigate these risks.

Investigations and compliance activities are mixed. Safety compliance is currently at 75.0 %, below the year-end target of 80.0 %, but this is considered recoverable with focused effort. Grievance compliance remains above target at 85.0 % cumulative for the year so far, although periodic figures can be skewed by low numbers of closures. Capital delivery compliance is strong, with 95.9 % of project submissions on time, and works delivery is over-performing year-to-date, with a forecast to achieve 100.0 % for the full year.

Maintenance backlog is being managed effectively, with no known risks to the full-year target. Improvements have been seen across overhead line equipment and signalling, particularly in Edinburgh and Perth, while Motherwell is addressing a signalling backlog through a review of access strategy.

## Efficiency

Operating Subsidy (Profit & Loss)  
**£50.0m**



Capital Financial Performance  
**-£3.5m**



OSMR Efficiency Delivery (Cumulative)  
**£62.4m**



Financial performance is mixed, with both positive and negative drivers. The operating subsidy (profit and loss) is £16.8m favourable, with a favourable variance in Schedule 8 due to better-than-forecast train performance and strong performance versus year two Schedule 8 parameters and payment rates. However, there have been adverse variances in Schedule 4 due to storm impacts and project phasing. Operational Expenditure is above budget due to accelerated work banks and increased staffing costs, but the forecast is for the subsidy to return to target by year-end as expenditure is realigned with the budget envelope. Capital finance performance is adverse, mainly due to increased costs in track and signalling projects. Efficiencies are being delivered, with assurance reviews underway and no concerns about achieving the full-year target. The business is also focused on identifying further efficiency opportunities for future years, with directorate-level plans being developed and monitored through the Renewals Efficiency Board.

## Sustainable Growth

Enhancement Milestones  
**86.7%**



Effective Volumes  
**103.5%**



Route to Net Zero  
**3.5%**



Climate Change Action Milestones  
**100%**



Progress on sustainable growth is steady, with 33.3 % of enhancement milestones achieved year-to-date and effective volumes at 100.4 % year-to-date against a target of 100.0 %. Structures are slightly ahead of plan due to the acceleration of several sites from later in the year, while earthworks and signalling are behind due to project rephasing and low numbers of failures and reactive work items. The full-year forecast for effective volumes is ahead of target, with a forecast of 103.5 %, reflecting the identification of additional volumes in geotechnical and track work. There are risks related to land acquisition and consents for key projects within enhancement milestones such as the Montfleurie Bridge and Fife Phase 2 Route Clearance, which could affect year-end achievement. The business is actively managing these risks and is prepared to submit change controls if issues beyond Network Rail's control persist.

The Route to Net Zero metric is behind trajectory, influenced by operational challenges and data quality issues. Challenges with electricity consumption remain, and emissions from diesel cars have increased, though overall emissions are down compared to baseline. There are some concerns over regional variances in the data, and a deep dive is planned to improve confidence and ensure the

integrity of reporting. The full-year forecast for Route to Net Zero is currently set at 3.5 %, reflecting a prudent approach given ongoing uncertainties. Climate Action Plan milestones are on track, with 66.7 % delivered and a full-year forecast of 100 %, ahead of the 80 % target. The business is prioritising resource to address at-risk milestones, particularly in biodiversity, to ensure timely completion.

## Customer and Communities

Passenger Satisfaction (Wavelength)  
8.12



Customer Contact  
121.5%



Passenger satisfaction remains strong, with the latest survey showing 90 % satisfaction with on-time departures and 89 % for arrivals. The Wavelength score for Period 7 is 8.36 (year-to-date 8.27), above the 8.12 target, and satisfaction is also high for comfort, safety, and cleanliness. However, complaints have increased year-on-year, particularly regarding noise, vegetation, and lack of advance notice for works. The average age of requests is 21.43 days year-to-date, above the 18-day target, but there is a clear mitigation strategy to bring this down by year-end, which encourages closer working between the community relations team and business units. The customer score is 9.9 year-to-date, with positive feedback on communication and efficiency, but some concerns about noise and unresolved issues.

Quality assurance scores remain high at 99.3 %, and the team is focused on maintaining these standards through additional training and timely updates. The business is also addressing the root causes of complaints, such as improving advance notification for planned works and engaging with teams responsible for generating the most complaints. The outlook is for continued high satisfaction, but with a focus on reducing complaints and improving response times, especially as major works continue. The team is also encouraging more customers to complete surveys to provide feedback in order that service can be improved further.

# People

Employee Engagement  
58%



Following last year’s *Your Voice* survey, which delivered an increased engagement score of 57 % , teams across Scotland have continued to build momentum through targeted action planning and collaborative improvement efforts. Our focus remains on embedding engagement into everyday practice. These plans are not just documents, they’re living commitments. Teams have been empowered to tailor their actions to local needs, from improving welfare access on track to rethinking meeting formats for better dialogue and feedback.

We’ve also seen a rise in frontline engagement, with scores improving across key dimensions such as Your Manager, Safety, and Diversity & Inclusion. This reflects the impact of initiatives such as “Coffee and a Blether,” which enables executive engagement across the network, along with mobile wellbeing units and Equity, Diversity and Inclusion sessions, are helping to bring visibility, support, and meaningful connection directly to our people. Looking ahead, we remain committed to sharing good practice, supporting teams, and monitoring progress weekly. With another *Your Voice* survey expected before year-end, we’re confident that our continued efforts will drive further improvement in engagement across Scotland.

## Overall Scorecard

107.3



## Train Service Delivery

Time to 3  
**85.1%**



Passenger  
Cancellations  
(Network Rail  
Attributable)  
**1.90%**



Freight Cancellations  
**1.5%**



Train Performance  
Milestones  
**80.0%**



Passenger train performance has been challenging in the first half of the year and as a result both Time to 3 (85.1 % vs 85.9 %) and Passenger Cancellations (1.90 % vs 1.80 %) are currently forecast to finish the year worse than target. Key factors that have impacted performance include traincrew and fleet constraints, along with the impact of the unusually long summer temperatures and continued asset challenges.

Our performance during the upcoming Autumn period will determine whether we meet our year-end train performance targets. There is significant improvement activity within the region, including deploying a fleet of leaf-busting trains to tackle the impact of leaf fall on the railways as well as new trainbourne cameras to better detect and action the risks of overgrown vegetation.

Freight Cancellation performance has been strong so far this year with current cancellations levels 1.0 % better than full-year target of 1.5 %. Given we have half of the year to go, and the sensitivity of this measure, we are forecasting to finish the year in line with target but recognise the opportunity to outperform in this area.

We have delivered all five regional train performance milestones due in the first half of the year with a further 10 due to be delivered by year-end. These milestones were carefully selected by the region, in collaboration with our train operators, reflecting local train performance priorities aimed at delivering an improved service for passengers. One notable success was the training of new drone pilots and deployment of an additional drone to give us a greater opportunity to respond to incidents and keep trains moving.

## Safety

### Passenger Safety Milestones

80.0%



### Workforce Fatalities and Weighted Injuries

0.065



We have developed 15 milestones aimed at enhancing passenger safety and reducing train accident risk. These range from safety campaigns at stations to level crossing safety improvements. We have completed two of these, which notably includes the completion of our Earthworks assessments half a year earlier than planned. The remainder are all due to be completed in the second half of the year, therefore, performance so far is shown as 13.3 % but our full-year forecast remains on target at 80 %.

Our Fatalities Weighted Injuries (FWI) performance is currently worse than year-end target (0.076 vs 0.060). We have experienced four specified injuries so far this year, compared to two in the same timeframe last year. There is a continued drive to improve our FWI performance, and we are forecasting to finish the year at 0.065, recovering some of the deterioration seen year-to-date but not quite reaching target. Positively, we have seen a reduction in the overall number of lost time injuries, with 13 % fewer than the first half of last year.

## Efficiency

### Operating Subsidy (Profit & Loss)

-£208.6m



### Capital Financial Performance

-£34.5m



Our year-to-date Operating Subsidy position of -£74.3m is £11.0m worse than target. Up to Period 7, we have seen strong income performance mainly driven by Schedule 4 where possessions for engineering works have been less disruptive than originally anticipated, and compensation claims paid to train operators has also been lower than expected. However, this benefit has been offset by operating cost pressures, particularly in route maintenance. By the end of the year, we are forecasting financial performance to improve, but still to finish £3m worse than target as these operating cost pressures persist. We are working hard to mitigate these cost increases and contain spend to budgeted levels, including through driving increased efficiency and generating more commercial income from our property estate.

Capital Financial Performance is -£15.6m worse than target year to date and forecast to deteriorate to -£34.5m by the end of the year. The main drivers are pressures in renewals including Track unit rates, volume reductions across our Earthworks / Buildings portfolios, and higher costs for works on Waterloo Station Roof. There are opportunities to improve on this capital position full year, but it is unlikely that the performance can be fully recovered to target due to challenges in achieving some of the budgeted Year 2 unit rates.

# Sustainable Growth

## Enhancement Milestones

85.7%



## Effective Volumes

117.7%



## Route to Net Zero

5.3%



We have achieved all Enhancements milestones due so far this year resulting in 71.4 % achievement, including the early delivery of our Northam Road Bridge milestone which was not expected to be completed until later in the year. Our full year forecast remains aligned to our original target of delivering 12 milestones, however, we aspire to outperform target and successfully deliver further milestones for our passengers and funders.

Year to date our effective volume performance stands at 72.1 % , lower than originally expected due to a correction to the reported volumes for one of our large signalling projects, Victoria Phase 4. This in-year adjustment does not impact our expected full-year delivery position. We are currently forecasting full-year achievement of 117.7 % which is better than our target of 100 % . However, it is likely that this outperformance will be reduced as some structures and earthworks projects are due to be deferred in response to funding constraints.

Our Route to Net Zero measure is showing positive year to date performance against our carbon reduction targets, with our MAA having improved to 4.9 % and in a strong position to reach its target of 5.3 % by the end of the year. We are reducing energy consumption through a range of initiatives (e.g. the removal of gas boilers, upgrading to LED lighting & improving building management systems) whilst rolling out our Zero Emission Vehicle (ZEV) fleet.

## Customer and Communities

Passenger Satisfaction  
(Wavelength)  
**7.83**



Customer Contact  
**88.4%**



Lifts and Escalators  
**80.0%**



Business Improvement  
Milestones  
**80.0%**



Our passenger satisfaction survey (Wavelength) performance so far this year has been good, achieving a score of 7.90 which exceeds our year-end target of 7.82. Wavelength performance is impacted by train service performance and information provision when things go wrong. Customer information is being focused on through the nationwide Customer Experience During Disruption workstream which is aligning standards for information provision.

For Southern Managed stations, the opening of new toilets at London Bridge and the implementation of better cleaning processes at Charing Cross have improved customer perception.

With some challenging targets following strong results last year, our Customer Contact measure is currently behind target year to date (68.2 % vs 100 % ). However, positively, the average age of requests element has consistently performed well (achieving its maximum 50 % ) reflecting delivery against plans that were introduced last financial year. Customer surveys and quality assurance scores have been more of a challenge. Therefore, we have put in place a wide-ranging improvement plan and Period 7 saw our strongest periodic result this year for the measure overall at 148.3 % . We expect performance to continue to improve and are forecasting to finish the year at 88.4 % .

Recognising the importance of lifts and escalators in providing a good service to our passengers, we included 10 scorecard milestones aimed at driving improvement in this area. Current scorecard achievement as at Period 7 stands at 30 % and we are forecasting to meet our year-end target of 80 % , equivalent to delivering 8 out of the 10 milestones on time. So far, we have delivered three of the four milestones scheduled for the first half of the year on time, including the creation of an escalator incident investigation regime to improve passenger service and safety. We had a deadline to update the Southern Lifts & Escalators asset management plan by Period 5 which was missed. The plan continues to be developed alongside a Route Services request for additional capex funding in this control period to target additional renewals in our busiest stations. This action will be closed once funding is confirmed.

Our scorecard Business Improvement milestones encompass a range of local priorities across the region in areas such as people, safety, mental health, timetables and maintenance. We are on target this year to at least meet our 80 % target after delivering five milestones in the first half of the year resulting in 33.3 % achievement. A notable milestone delivered so far includes the Axel Counter Operating Device (ACOD) additional protection trial on the Sussex route, which supports our ambition to reduce risks to our workforce whilst working on track. We did, however, miss one milestone deadline to install a thermal imaging unit on a South Western Railway train to gather better track inspection data. This will now take place in the second half of the year.

# People

Employee Engagement  
60%



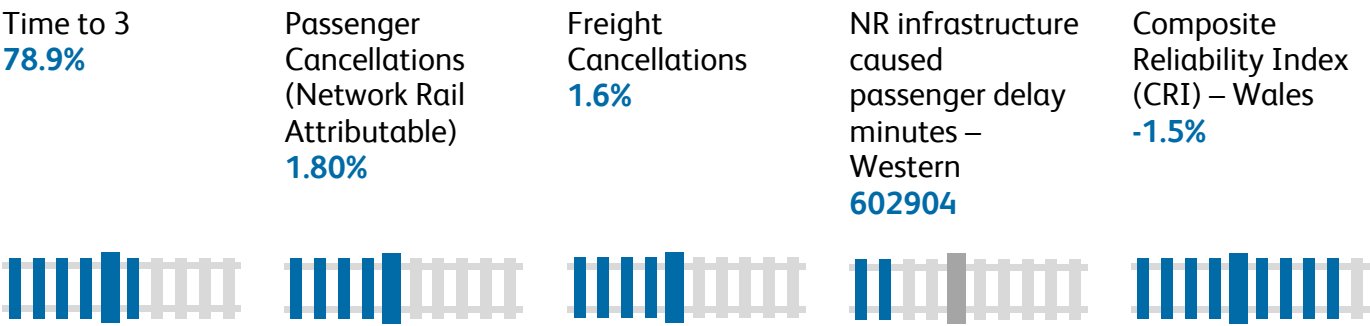
We are currently forecasting to finish the year in line with target at 60 %. Last year’s results saw us achieve a strong score of 59 %, building on our CP6-exit position of 49 %, which we are aiming to better again this year. The next *Your Voice* Survey is due to take place later in the year. We continue to work across the region to ensure meaningful action is being taken on the back of the last survey and that colleagues feel valued and listened to.

## Overall Scorecard

81.3%

# Wales and Western

## Train Service Delivery



We continue to invest more money in train service improvements with our Time to 3 measure currently at 78.9 %, ahead of our 78.7 % target. This is a significant improvement since the start of control period seven (CP7) in April 2024 when Time to 3 was 76.1 %. We are forecasting to deliver 78.9 % by year end.

Autumn and winter will bring its seasonal challenges and risks. The number of and location of named storms can have a significant influence on our final year end achievements. Keeping the tracks leaf and ice-free and managing our high-risk flood and vegetation areas are examples of how we can maintain the great progress we have made.

The Network Rail attributable passenger cancellations measure is currently better than plan and we are forecasting to meet our year-end target of 1.80 %.

Building on the success at the end of last year, our freight cancellations have been lower than target in five of the seven periods so far this year. We expect to achieve our year-end target of 1.6 %. Flooding events can significantly impact our key freight routes so like passenger services, managing our key risk sites is critical in the remainder of this year.

# Safety

## Passenger Safety Milestones

80.0%



## Workforce Fatalities and Weighted Injuries

0.074



We have successfully completed two passenger safety milestone projects focused on managing vegetation in Western and renewing fencing at high-risk cattle incursion sites in Wales and Borders. Additionally, 12 further passenger safety milestones are progressing as planned and are scheduled for completion by the end of the year.

Slips, trips, and falls remain notable causes of accidents among colleagues, alongside incidents arising from manual handling activities. Encouragingly, there has been a marked reduction in such accidents since period four 2025/26. A new manual handling training programme is being introduced, with rollout planned for completion by the end of 2025. This initiative aims to further reduce workplace accidents and enhance overall safety for all staff members.

We continue to embrace modern technology with the implementation of the Digitised Lineside Inspection (DLI) tool. This uses aerial imagery and forward-facing video from trains to conduct vegetation inspections, reducing the time people need to spend on track, reducing the safety risk. It also enables quicker data on our vegetation priorities.

# Efficiency

## Operating Subsidy (Profit & Loss)

-£168.5m



## Capital Financial Performance

-£3.3m



Our income and operating costs are performing well this year, and we are forecasting to achieve our full year budgets. We continue to ensure our plans are funded for train performance improvements.

Our renewals delivery remains strong, and we are £31m ahead of plan after six periods. We have a high confidence in delivering our full plan this year. Our operating subsidy forecast is equal to target. We have a high confidence in achieving our CP7 Year 2 efficiency plans of £84.4m.

# Sustainable Growth

Enhancement Milestones  
80.0%



Effective Volumes  
95.7%



Route to Net Zero  
1.5%



We are on track to meet our target of 12 enhancement milestones, with six milestones successfully completed so far.

With our aim to move from combustion engines to electric vehicles by 2030, we are working to transition 30 % of our fleet by 2027. We have already ordered 120 electric vehicles which will help achieve our decarbonisation targets, while improving air quality and introducing quieter vehicles.

To support zero waste to landfill initiatives, water refill stations equipped with counters that register each 500ml refill have been installed at Bristol Temple Meads. These machines track usage and have contributed to reducing the use of over 200,000 plastic bottles.

During the year we have changed the type of work we want to undertake in renewals and maintenance for the benefit of safety, asset, and train performance. This has meant some original effective volumes will no longer be required.

Great Western Railway’s battery-powered train set a new world record for longest single-charge journey: 200 miles from Reading, via London Paddington and Oxford. The achievement highlights the potential of battery-powered trains as an alternative to diesel.



## Customer and Communities

Passenger Satisfaction (Wavelength)

7.88



Customer Contact

33.7%



Passenger satisfaction continues to exceed target, with the wavelength survey forecasting a year-end outturn of 7.99 compared to the target of 7.87. Several aspects of the passenger experience have achieved particularly high ratings, with 'arriving & parking,' overall journey satisfaction, and waiting at the stations each scoring above 8.0. These results reflect a strong performance in key areas that matter most to passengers, highlighting the route's ongoing commitment to delivering a positive travel experience.

Managed station viewpoint satisfaction is also surpassing target. We are prioritising key areas at stations such as cleaning, passenger assistance, and disruption information. Additionally, Team Paddington, responsible for managing and maintaining Paddington station, has updated customer information boards, enhanced the seat reservation process to facilitate timely boarding, and improved communication between engagement and staff through morning and afternoon shift meetings.

We continue to fall short of our overall customer contact target. Prioritising core maintenance continues to create challenges in allocating resource for complaints close-out. Most outstanding complaints relate to lineside issues like overgrown vegetation into residential properties.

The Wales and Borders route received the 'Driving Rail Freight Growth' award at the Rail Freight Group Awards, in recognition of collaborative efforts to expand freight services and support local economies. Initiatives included an amended engineering access plan at Alexandra Dock Junction in Newport, and joint track inspections between Cardiff delivery unit and DB Cargo.

## People

Employee Engagement

61%



Last year our employee engagement survey had a positive participation rate of 58% and an engagement score of 60%, representing an 8% increase in engagement compared to the previous year. Line managers have collaborated with their teams to develop action plans for further improvement. The regional target for the March 2026 survey is a score of 61 percent.

Our employee recognition scheme and Celebrating our People awards continue to foster increased engagement, consistently receiving over 250 nominations each month.

## Overall Scorecard

88.7%

# Contact us

Network Rail owns, operates and develops the railway infrastructure in Britain and manages 20 of the largest stations. Other stations are managed by Train Operating Companies, which sell tickets to passengers and operate passenger services. Freight Operating Companies operate freight services.

To contact us about a safety concern, general queries or to make a complaint about one of our managed stations, please visit our website or call our 24 hour national helpline: 03457 11 41 41

Our website provides guidance on activating Type Talk facilities and live chat.

More information about Network Rail is available on [www.networkrail.co.uk](http://www.networkrail.co.uk)

We also publish information on the [transparency](#) page of our website and we are subject to the [Freedom of Information Act 2000 and the Environmental Information Regulations 2004](#).

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