



# Performance Improvement Plan Report

20<sup>th</sup> April 2026







## Foreword

By the end of 2023, train performance across Wales & Western Region was not in line with the expectations we set for ourselves, our passengers, our freight users and our stakeholders. The cumulative impact of major network changes delivered in Control Period 6 (CP6), such as the electrification of the Great Western Mainline (GWEP), the introduction of metro-style services and the Elizabeth Line in Thames Valley, and rising operational complexity, led to unacceptable levels of train performance on our network.

As a result, our regulator, the Office of Rail and Road (ORR) triggered a formal investigation into our position and issued an Investigation Report that set out a series of recommendations for the region and industry, to carry out to improve train service delivery. In conjunction, the ORR issued a Final Order requiring the region to develop a clear, evidence-based plan that addressed the recommendations in the report.

In August 2024, Our Plan was accepted by the ORR, and the region committed to the delivery of 63, timebound actions that directly responded to the ORR investigation findings and set out a clear and simple goal: to restore punctuality, reliability and confidence in our railway.

We built Our Plan through close engagement with the ORR, sharing lessons with our colleagues across the network and System Operator, and by leading collaborative, cross-industry efforts with our operating partners. In addition, we grounded Our Plan in recognised frameworks such as the Whole System Model for Performance (WSMP) and Performance Improvement Management System (PIMS) to assure ourselves that Our Plan addressed the combined and collective root-cause of on-time-loss on our network.

Since agreeing Our Plan, almost two years ago, we've put in place clearer leadership accountabilities, strengthened our assurance framework, and developed well-evidenced, data-driven action plans that directly target root causes of unreliability and delay. We've established robust, but proportionate, governance to hold ourselves to account for delivery and kept ourselves on track to deliver the actions we committed to.

As a result, I'm pleased to report that the region has delivered on its commitments and substantially stabilised and improved train performance. We have completed 56 out of 63 scheduled actions as at the end of P13 2025/26 and our performance against our core regional performance measure, On Time to 3, has risen by 2.4% to a moving annual average (MAA) of 79.4% (Period 13 2025/26) and passenger cancellations have reduced from 4.9% to 3.8%. Furthermore, Network Rail-caused delay per 1,000 miles has reduced by 21% to 35.68, and Service Affecting Failures have fallen with 228 fewer failures and a 2025/26 total of 3,431.

However, we recognise that for improvements to become embedded, our culture has needed to change to prioritise performance. By launching locally empowered cross-industry improvement teams, introducing role-based training, and maturing performance governance, we are delivering a more reliable railway. This is thanks to the commitment and partnership of our train operators, freight colleagues, industry groups, and frontline teams, who have engaged openly throughout the development and delivery of Our Plan. The willingness to collaborate has strengthened our whole-system approach.

Looking forward, our efforts will now transition to building further resilience in our system to achieve a stable and predictable railway that meets the performance promises that we are funded to deliver today and acts as the foundation for further improvement in the early years of Great British Railways (GBR). To support this, we are in the process of improving capability and moving accountability and decision-making authority closer to the teams that run our railway every day. Together with a focus on embedding whole-system thinking, this is how we will ensure our performance plans are sustained, scalable, and ready to meet the demands of a changing climate, increasingly busy timetable, and greater customer expectations.



**Mark Killick**  
Regional Managing Director

# Executive Summary



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# Executive Summary

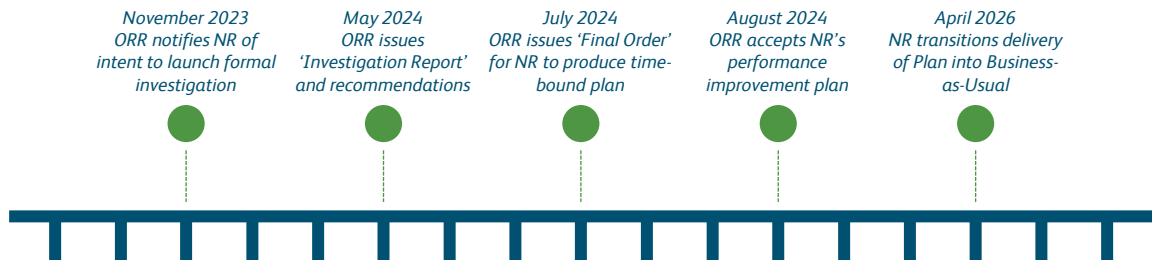
In November 2023, the Office of Rail and Road (ORR) carried out an investigation into deteriorating train performance in Wales & Western Region. The resulting investigation report identified several recommendations, for the region and industry to undertake to improve train service delivery. The region responded with a robust, timebound plan to deliver on these recommendations. This report demonstrates that Our Plan has been delivered, that ORR recommendations have been addressed, and that the region is set up to build on the improvements that have been made.

## Context & background

Wales & Western Region is committed to delivering the high-quality Train Service Delivery outcomes that our passengers, freight users, and stakeholders expect. However, in late 2023, following a period of major infrastructure transformation, such as the Great Western Electrification Programme (GWEP) and introduction of metro-style services on the Elizabeth Line, train performance across our region was not meeting acceptable levels.

Consequently, the ORR conducted a formal investigation into our train performance position. This resulted in an Investigation Report setting out 11 recommendations for Network Rail and three recommendations for Industry to improve performance, and a Final Order requiring us to develop a robust and evidenced plan to address these recommendations and bring train performance back to a standard that we and our customers expect.

Our Plan was accepted by the regulator in August 2024, and since then, we have delivered it alongside our core accountabilities, to restore punctuality, reliability, and confidence in our railway.

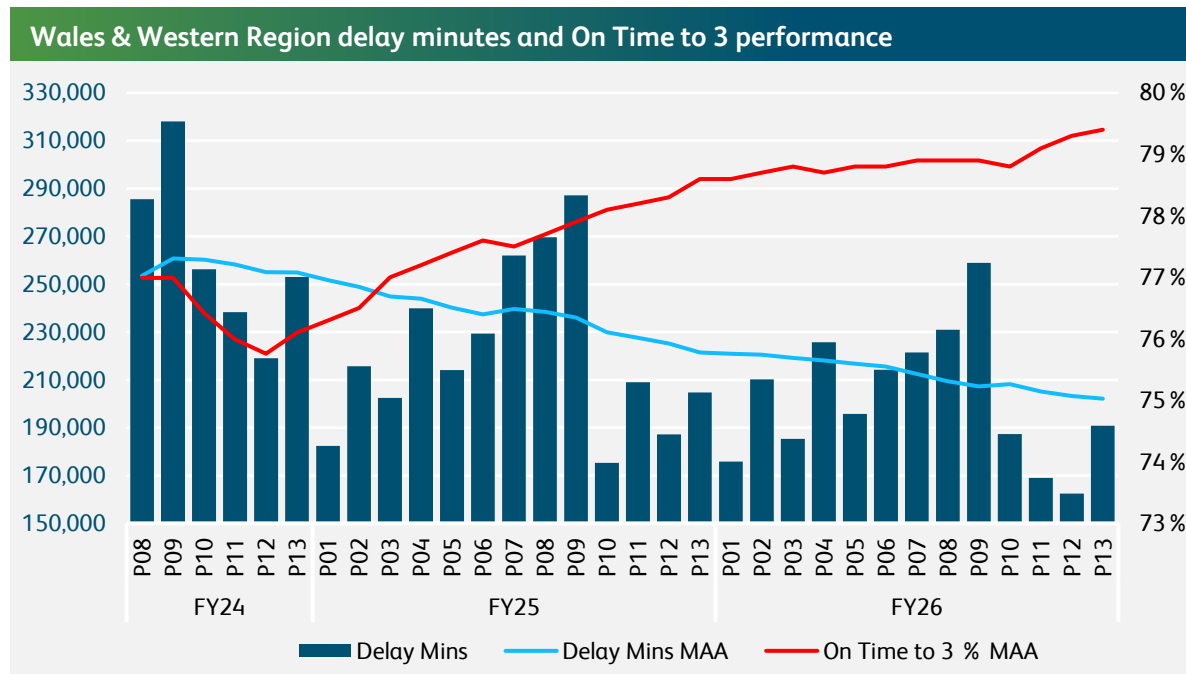


This report captures the performance improvement journey that we have been on over the last two years and highlights the benefits we have delivered and how we have addressed the recommendations made by our regulator in the Investigation Report.

In addition, this report sets out the actions we have taken to ensure successful transition of delivery of the remaining activities in Our Plan, into business-as-usual (BAU). This includes the structural changes we have made, progress we are making on our integration journey, and the robust governance and processes we have in place to embed a performance culture and drive our performance position forward.

## Benefits we have delivered

Since agreeing Our Plan in August 2024, we have made significant progress in stabilising and improving our train performance position. Since Period 8 (P8) of Financial Year 2024 (FY24) we have improved our core regulated performance metric of On-Time-to-3 (OT3) from 77.0% to 79.4% (Period 13 FY26) on a moving-annual-average (MAA) basis, as well as delivering a significant reduction in overall delay minutes.



These improvements are a result of the delivery of the actions in Our Plan, alongside ongoing performance improvement initiatives such as Project Brunel, our targeted performance improvement plan in the Thames Valley; and our Port Talbot Freight Growth Readiness work. This report will highlight some of the specific interventions we have delivered through Our Plan and the impact these have had on train performance.



## Executive Summary continued

These projects include delivery of our Overhead Line Head Span Renewal Programme, west of Paddington, and our Points Resilience work which has addressed the root cause of some of our most significant fixed infrastructure reliability and performance challenges. Additionally, we have stood up the Wales & Borders timetable taskforce, learning lessons and improving the way we plan and prepare for changes on our network. And finally, we have delivered initiatives to improve our capacity and capability to deliver our base operating plan and ensure we have the right people, with the right competencies to deliver an effective railway.

### Developing Our Plan

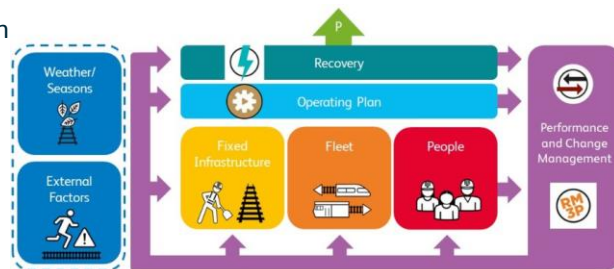
We developed Our Plan through a regional sprint, bringing together activities across our routes, region and System Operator, into a single integrated performance recovery plan. We supplemented this activity with detailed analysis of our performance position to ensure that the activities we were delivering addressed the root cause of factors leading to delay and that Our Plan was robust and based on evidence.

In addition, we aligned the actions in Our Plan to the recommendations we received in the Investigation Report and grouped these around the core themes of the investigation:

- Planning for cumulative change on our network.
- Understanding operational factors that have driven increased delay.
- Learning lessons from incidents.
- Embedding effective leadership, governance and structures.

However, we recognise that good train performance is the product of industry collaboration, across a complex system of contributing factors. The Whole System Model for Performance (WSMP), part of an industry recognised Performance Improvement Management System (PIMS) is a framework that demonstrates how each factor across the whole system contributes to train performance outcomes.

The model works best when we come together with our partners to address all aspects. As a result, we used the WSMP to underpin Our Plan and assure ourselves that we had sufficiently balanced the activities in Our Plan across all aspects of system-wide performance improvement.



### Delivering Our Plan

Empowering local owners to deliver and be accountable for train performance improvement has always been a core operating principle for our region. For example, we established our Local Railway initiative to bring our teams, and those of our operating partners closer together, to make decisions and deliver outcomes for the passengers they serve. Throughout delivery of Our Plan we have been pushing this further, through an ongoing journey of devolution to ensure we have the right accountabilities, decision-making and skills required for delivery, in the right place in our region and routes.

Delivering Our Plan alongside these changes over the last two years has enabled us to put in place clearer leadership accountabilities, strengthen our assurance framework, and develop well-evidenced, data-driven action plans that directly target root causes of unreliability.

In addition, to embed these accountabilities and provide the focus and attention Our Plan required, we established a dedicated Wales & Western Programme Board to provide regional coordination and assurance to Our Plan and hold our teams to account for the improvements they were responsible to deliver. In addition, this enhanced governance allowed us to ensure that Our Plan has evolved in line with the arising challenges and complexities that come with operating a network such as ours. Our ability to prioritise our actions, change direction where required, and ensure that our efforts remain focused, has enabled us not only to maximise the benefits we deliver, but also ensure those benefits are sustained in the long-term.

### Sustaining our improvement

As a region, we now operate with greater transparency, a disciplined regulatory cadence, and a renewed focus on operational resilience, asset reliability and route-level planning.

We will now shift focus from performance recovery into maintaining the position we have achieved and build further resilience into the system. We have robust governance in place across our routes and region, such as Route Performance Board, and Periodic and Quarterly Business Review (PBR & QBR), where our leadership and accountable owners ensure we prioritise the right actions for delivery and target the right performance improvement initiatives. The clarity of ownership of activities in Our Plan will enable the smooth transition of the remaining activities into BAU delivery and assurance.

Finally looking ahead to integration, we have already stood up a Joint Performance Executive in between NR and Great Western Railways (GWR) and are in the process of operationalising a Joint Party Framework Alliance with Transport for Wales (TfW), which are all positive forward steps to continuing on our Performance Improvement Journey and taking an industry approach to delivering for our passengers and freight users.



## Executive Summary: Performance Position

Delivery of Our Plan, alongside complementary performance improvement initiatives and our core obligations to operate, maintain and renew a safe and effective railway has enabled us to make significant progress against our CP6 exit position, across our core regulated targets. We have met or exceeded almost all of our FY26 targets and will continue to use these measures to hold ourselves to account for delivery of the remaining activities in Our Plan, and to ensure we prioritise the right actions to meet the expectations of our passengers and freight users.

Service delivery performance metric		Unit of measure	CP6 exit position	2025/26 target	2025/26 actual	Target success	YOY trend	Commentary
Regulated Measures (Tier 1)	On Time to 3 (OT3)	% MAA	76.1%	78.6%	79.4%	Exceeded	+0.8%	<ul style="list-style-type: none"> <li>We have improved our On-Time-to-3 performance position by 3.3% on a moving annual average basis, against our CP6 exit position, and we have exceeded our 2025/26 target by 0.8%.</li> <li>We have delivered improvements across all aspects of the Whole System Performance Model, including reductions in Train Crew related OT3 loss, operating plan improvements and continuous improvements to fixed infrastructure.</li> </ul>
	Freight cancellations	% MAA	2.9%	1.6%	1.2%	Exceeded	-0.5%	<ul style="list-style-type: none"> <li>Freight performance remains a regional strength with good progress made against our freight cancellation targets since the end of CP6.</li> <li>Our year-on-year trend is positive, showing a continuous trajectory and coming down 0.5% since last year.</li> </ul>
	Passenger cancellations	% MAA	4.9%	4.4%	3.8%	Met	-0.9%	<ul style="list-style-type: none"> <li>While we have met our 2025/26 target for passenger cancellations, we recognise we need to do more to reduce cancellations from fixed infrastructure. As a result, we are continuing our approach with dedicated teams to improve infrastructure reliability.</li> <li>Additionally, Transport for Wales (TfW) are still undergoing a fleet transformation programme which will start to yield positive impacts on fleet reliability.</li> </ul>
Additional measures	Service Affecting Failures (NR caused delay)	Number	3,659	3,747	3,431	Exceeded	-10%	<ul style="list-style-type: none"> <li>We have continued our positive trajectory for reductions in Service Affecting Failures (SAFs) since the end of CP6 and have seen a year-on-year reduction of 10% across the region in 2025/26.</li> </ul>
	NR caused delay per 1,000 miles	Minutes MAA	45.07	35.75	35.68	Met	-1.84%	<ul style="list-style-type: none"> <li>Delay per 1000 miles is an area of significant improved performance for the region (1.84% since last year and 10% since the end of CP6), driven by significant improvements in 'fixed infrastructure', 'operating plan' and 'people' particularly.</li> </ul>
	Passenger and Freight improvement milestones	Number	---	15	14	Missed	n/a	<ul style="list-style-type: none"> <li>14 of 15 milestones have been delivered in FY25 as per our scorecard commitment. The missed milestone was the 'Cambrian Local Railway to deliver OT3 of 80%'.</li> <li>Our MAA is 78% as of Period 13, with key performance improvement plans driven by the Cambrian Local Railway.</li> </ul>
	NR caused passenger delay minutes in Thames Valley area (*Western only)	Minutes	534,243	587,186	413,538	Exceeded	-18%	<ul style="list-style-type: none"> <li>Project Brunel has successfully improved 'fixed infrastructure' asset reliability, alongside coordinated 'external factor' reductions, tactical 'operating plan' and 'people' improvements, driving a marked improvement in performance.</li> </ul>

# Developing and Delivering Our Plan



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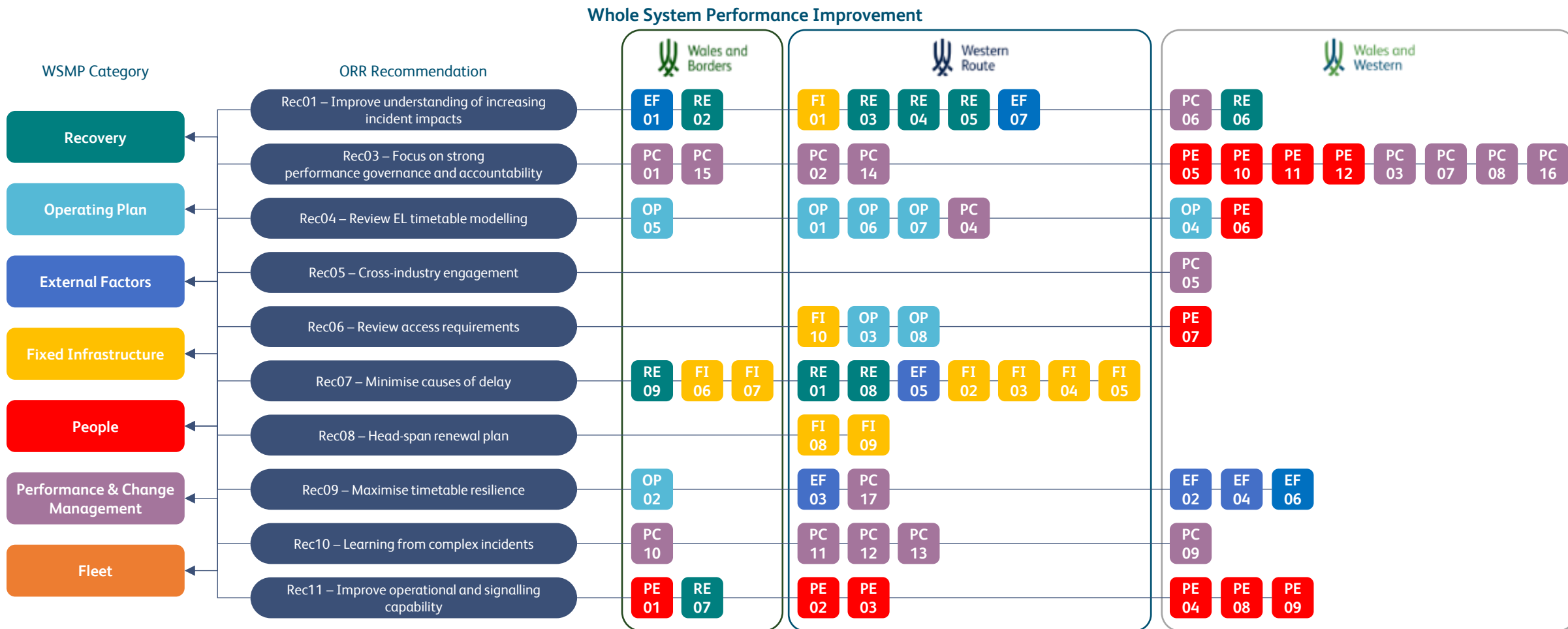
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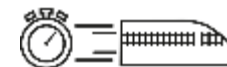


# Alignment of Our Plan to the Whole System Model for Performance and ORR Recommendations

We aligned the 63 actions that made up Our Plan to the recommendations identified in the ORR Investigation Report. Setting out Our Plan in this way enabled us to assure ourselves that the activities we delivered, directly impacted the recommendations that were made. In addition, we aligned the activities to the Whole System Model for Performance. This additional level of alignment allowed us to ensure our activities addressed the multiple system factors that contribute to improving train performance.



NOTE: Each square tile contains an activity ID with corresponding activity name and status listed in Appendix C.







# Our transition to Business as Usual

Alongside delivery of Our Plan, we have transformed our approach to governance and performance management. We have robust governance in place across our routes and region where our leadership and accountable owners ensure we prioritise the right actions for delivery and target the right performance improvement initiatives. The clarity of ownership of activities in Our Plan will enable the smooth transition of the remaining activities into BAU delivery and assurance.

## Transition to Business as Usual

Throughout delivery, we have ensured that programme focused governance (Wales & Western Programme Board) has had a clear alignment into our Periodic and Quarterly Business Reviews (PBR & QBR). The clear accountability for activity and alignment into our core business governance forums will enable us to smoothly transition the governance of Our Plan into business-as-usual operations.

Our performance improvement activity will be picked up by Route Oversight Groups, Route Performance Boards and Periodic Business Reviews, to ensure we hold ourselves to account for delivery and address the key performance challenges across our routes. Our Route and Regional QBRs will be used to focus on strategic, forthcoming opportunities and risks and to coordinate route activities to deliver better performance outcomes.

Finally, we have delivered Our Plan alongside existing Performance Recovery Plans (PRPs), Joint Performance Strategies (JPSs) and Joint Performance Improvement Plans (JPPIs) and we will continue to collaborate with our industry partners as we move forward. For example, our Joint Performance Strategy for Wales & Borders has been recognised by the Network Performance Board as best practice and demonstrates how we are taking the lead across Transport for Wales, Amey Infrastructure Wales and Network Rail, to take a whole system approach to performance improvement.

## Our governance improvement journey

While we have been delivering our Performance Improvement Plan, we have also been on a journey to improve the way we govern and assure delivery in the region as a whole. Recognising the significant organisational changes we have been through, and our devolution and integration objectives, we have taken a number of steps to remove duplication, clarify accountability and ensure we report on a consistent set of route and regional metrics.

We have introduced our route and functional QBRs to provide strategic oversight which will be sustained going forward. Our Programme Board will integrate with PBR to ensure aligned governance across ongoing project delivery that remains with route functions.

We have also introduced new, functional reporting placemats in our governance meetings which has driven a refreshed focus on the key performance outcomes, risks and challenges that matter most to our passengers and freight users.

## How we govern performance

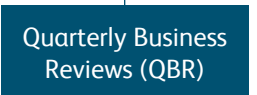
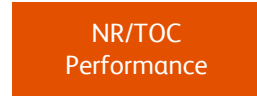
### Regional Strategy

Setting the strategic outlook for our region, engaging with our partners and stakeholders



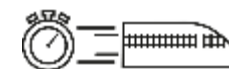
### Route Delivery

Ensuring that the route is delivering on the outcomes that we have said we will deliver for passengers and freight users and ensuring that we are proactively managing the route performance challenges as they arise.



### Local Delivery

Delivering on day-to-day performance, focusing our resources on tactical needs as they arise.





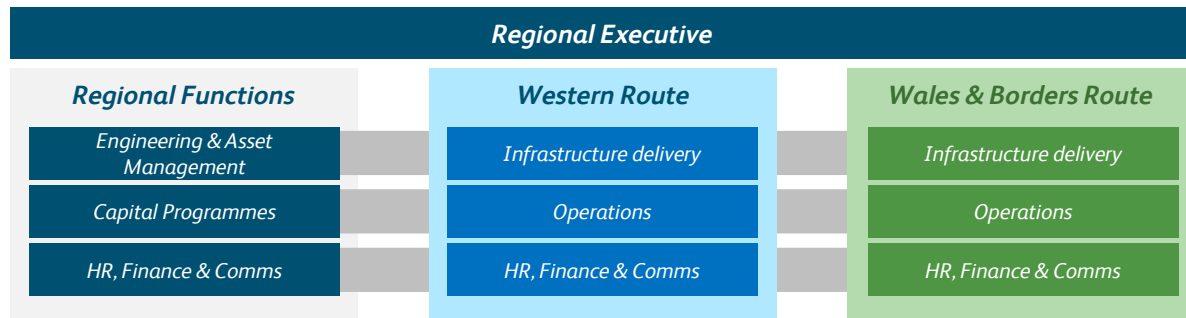
# Embedding our performance culture

Our people have been at the core of our successful performance turn around journey and continue to play a critical role in sustaining the improvements we have achieved. As we continue to deliver on our devolution journey and prepare for the integration of the railway industry, we must set a clear and ambitious vision for our people and continue to empower them to make decisions for the benefit of passengers and freight users.

### Our established operating model

We continue to make good progress to ensure our organisation is set up for success. We have delivered significant steps towards further devolution, strengthening our capabilities, sharpening accountability and placing more control locally so that it can make the biggest difference to our passengers and freight users.

Our operating model, shown below, has been shaped with our people to ensure it reflects the reality of running a complex railway system and establishes local teams with the authority and tools to address our performance challenges at source.



### Industry collaboration

Looking ahead to track and train integration we have been delivering organisation changes that ensure we are set up to maximise the opportunities that operating as an integrated railway will offer.

We are committed to working with our operating partners to drive improved train performance outcomes and continue to develop integrated Joint Performance Strategies (JPSs) setting out our shared plans and actions. However, we have taken more steps to further integrate our operations and build a shared culture and ownership of train performance outcomes.

For example, we have established a combined Performance Executive team across NR and GWR, with co-located teams, working closer together to tackle performance challenges as they arise. We have held our first combined performance meeting which has enabled us to expediate collaborative initiatives such as the establishment of performance centres.

Furthermore, we are making progress in standing-up our Joint Party Framework Alliance between NR and Transport for Wales (TfW). This will enable us to establish united leadership teams around shared objectives for passengers and freight users, as well as unlocking collaborative opportunities to deliver on performance improvement initiatives on the route.

### Ensuring we support our colleagues

Engaging our people is at the heart of embedding a strong performance culture, and we recognise that an engaged workforce will drive better outcomes for our passengers and freight users. In recent months, we have seen our employee engagement scores increase by 14 % since 2024 as we deliver on a number of strategic and targeted initiatives across the region.

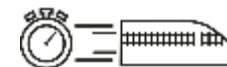
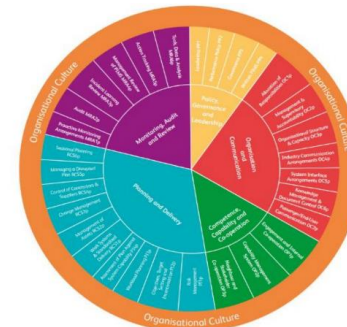
For example, we have delivered improved line manager training, promoting psychological safety and ensuring we support the wellbeing of our colleagues with over 600 qualified mental health first aiders on the region and mental health training for all line managers.

In addition, we have taken further steps to ensure we have the right people, with the right skills and tools, in place to operate and maintain a safe and effective railway. Through targeted recruitment campaigns, improved onboarding, and comprehensive competency and development support, we have been able to build further resilience into our most critical operations and maintenance roles.

### Continuous improvement of our Performance Culture

We recognise that Performance Culture is the wrapper around activities we deliver to improve train performance. As a result, we continue to use industry recognised tools such as the risk management maturity model for train performance (RM3P) to assure ourselves that we are prioritising our efforts appropriately and supporting our colleagues where they need it most.

The region will continue to focus on bottom-up localised action plans, in parallel with visible leadership and transparent communications to enable our people to do their best work and deliver the best outcomes.



# Benefits Realisation



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## Overview of Our Plan aligned to the Whole System Model for Performance

We have successfully delivered activities comprising Our Plan that directly address ORR recommendations. Progress against each recommendation demonstrates our continued efforts to realise benefits that support our train service delivery performance ambitions.

ORR Recommendation	Activities complete	Direct benefits realised	Actions we have delivered	Focus going forward
<b>Rec01</b> – Improve our understanding of why incidents impacts are increasing	9 / 9 100 %	37,973 delay min reduction	<i>We have significantly improved our Incident Learning Reviews, bringing together colleagues across the industry such as emergency services and fixed infrastructure subject matter experts to improve the actions we identify to minimise delay.</i>	<i>Welfare Officer trials are now extended as business as usual with links to emergency services for external incidents helping predict and prevent these far more.</i>
<b>Rec03</b> – Focus on strong performance governance and accountability	10 / 12 83 %	n/a	<i>Performance governance across the region has been strengthened with aligned region, route, local railway, performance centres, and local taskforces and integrating with TOCs forums for stronger plans and reviews with aid from Systems Thinking in aligning and ensuring accountability.</i>	<i>Regional Op Model change programme phase 2 is on plan for continued delivery. Continued focus on Joint Performance Strategy attainment and better aligned governance structure with our customers.</i>
<b>Rec04</b> – Carry out a retrospective review of our timetable modelling	6 / 7 86 %	n/a	<i>We have extensively reviewed our timetable and have invested in a perpetual modelling project to introduce the network's first perpetual modelling capacity being developed and trialled first on Western for wider implementation.</i>	<i>Timetable improvements been implemented and are now part of BAU. Perpetual modelling will create unprecedented detail informing our timetable options and decisions with the project complete at end of FY27.</i>
<b>Rec05</b> – Drive greater cross-industry engagement on delivering system-wide performance	1 / 1 100 %	n/a	<i>We have worked much more closely with operator performance analysis and decision-makers through our enhanced boards, and in our CP7 Reset modelling and have enhanced our Joint Performance Strategy collaboration.</i>	<i>Implemented industry boards at regional and route levels, now supplemented by local railway and Performance Centres with continued evolution aligning and merging with operators.</i>
<b>Rec06</b> – Review our ongoing access requirements	3 / 4 75 %	n/a	<i>Our timetable change and review process has evolved and is connected to and includes a maintenance timetable process</i>	<i>Business as usual delivery of completed initiatives ; maintenance and access planning connections to timetable planning will be maintained and inform new approaches.</i>
<b>Rec07</b> – Minimise causes of delay arising from poor asset reliability	8 / 10 80 %	41,280 delay min reduction	<i>Drainage and flood mitigation and resilience have progressed significantly, track faults have decreased, temporary speed reductions are improving, despite efforts we must continue our focus on points and other non-track assets.</i>	<i>Expansions beyond completed initiatives with £10m per year committed to de-vegetation in CP7 plan (£30m in FY27-29).</i>
<b>Rec08</b> – Provide a clear, timebound plan for required renewal of overhead line headspans	1 / 2 50 %	1,100 delay min reduction	<i>Our Overhead Line Headspans work continues to FY29 with significant progress made and we are continuing on plan. Christmas works have progressed well as at P13 2025/26 and continue with FY27 works.</i>	<i>Continued delivery of our overhead line head-span renewal activities.</i>
<b>Rec09</b> – Maximise timetable resilience	5 / 6 83 %	13,191 delay min reduction	<i>We have minimised speed restrictions imposed during weather events, assembled a cross-industry group of experts to revise train plans and we are on plan at all 6 flooding locations, Chipping Sodbury phase 0 &amp; 1 complete.</i>	<i>Continued use of outputs initiatives are on plan (Chipping Sodbury which has completed Phase 0 and Phase 1) and continuing our tactical ops plan in how we deal with fires, trespass, OLE and asset failures.</i>
<b>Rec10</b> – Lead learning from complex and multilateral delay incidents	5 / 5 100 %	n/a	<i>We have supported the launch of and are using a national ILR database to improve lessons learned and enhanced our after-action review processes as well as FRACAS.</i>	<i>Incident learning reviews have been completed with follow on work to continue to improve effectiveness ongoing, particularly sustainable lessons learned, in FY27.</i>
<b>Rec11</b> – Improve operational and signalling capability	7 / 7 100 %	n/a	<i>We have delivered our TSVC resilience programme and complemented by ongoing works to improve how we identify gaps and address and retain talent in our teams</i>	<i>Additional work on TVSC resilience ongoing as well as strategic workforce planning (new tools etc.).</i>



## Benefits Realisation Case Study - Overhead Line Head-span Renewal Project

We have delivered a significant programme of head-span renewals between London Paddington and Heathrow Junction, addressing delays caused by our ageing infrastructure and improving our ability to recover from major operational incidents. We have made good progress with 45% of installations and conversions complete as at P13 FY26 allowing us to limit impact during periods of system failure.

### FI.08 – Overhead Line Head-span Renewal Project

Western

ORR Rec NR08

#### Our challenge:

Reliability of the Great Western Main Line between London Paddington and Heathrow Junction is affected by ageing overhead line infrastructure, exacerbated by a system design that contains a significant number of head-span arrangements in the approach to/from Paddington. The head-span arrangements in the overhead line system creates difficulties in being able to operate on otherwise unaffected lines when we have a dewirement or serious failure on one of the other lines. This has led to difficulties recovering from major operational incidents due to the wider impact on running lines.

#### Our delivered improvement:

Our approach was to renew all head spans between London Paddington and Heathrow Junction to mitigate the impact of a catastrophic or serious failure of our overhead line equipment. We are undertaking this programme of renewals through to March 2029, split into 16 discreet work packages covering a total of 184 head-span and span wires conversions. This project aligns with the HS2 project which also includes scope for the removal of head-spans in the Old Oak Common area.

We have made good progress with 124 installations and conversions to independent registered structures, equating to 45 % of the overall total as at end of FY26. We have already achieved an increase in reliability through work delivered so far, and work continues to secure access and isolations to complete the remaining 158 structures. Additionally, the project recognises the challenge of access availability, particularly with HS2 and other project interfaces, and we are working with operators to put mitigations in place including additional weekend access and longer blockades.

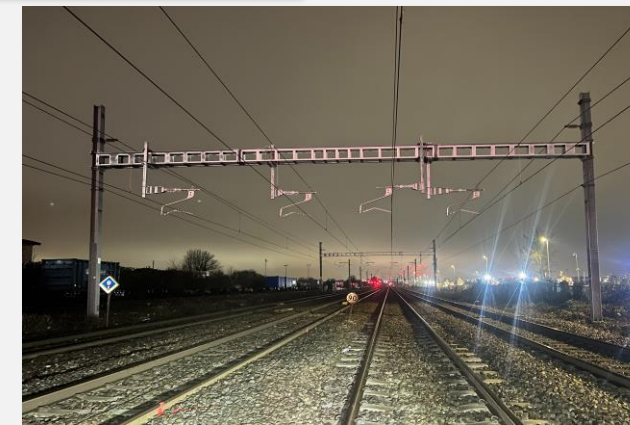
#### Going forward:

By removing the head-span arrangements and installing boom structures, we will be able to limit the impact on adjacent lines during periods of system failure, benefiting our overall service performance. Our head-span renewal project is well underway, with an intensive programme of outputs consistently through to the early part of 2029. We will continue to actively engage with our key operators and our access planning organisation to develop an access footprint that caters all parties looking to deliver works in this congested area in the coming months and years.



*Left: Disassembly of a typical wired head-span arrangement for renewal*

*Right: A completed steel frame (example of a mechanical independent registration configuration) for increased resilience*





# Benefits Realisation Case Study - Points Resilience Programme

Our points resilience initiative further targeted fixed infrastructure challenges, and the 306 interventions delivered have realised a 53% reduction in delay minutes from points equipment failure incidents in the Thames Valley area.

## FI.02 – Points Resilience Programme (replacing Phase 5)

Western ORR Rec NR07

### Our challenge:

Our assets are the backbone of the rail network, and their reliability has a direct impact on performance of our network, with fixed infrastructure historically a key contributor to delays on the network. This initiative targeted reduction in points equipment failures and associated delay minutes in the Thames Valley area.

Our points resilience programme was merged into a wider programme to target the 39 worst performance-impacting points on East DU (accounting for 78 % of delay and 84 % of delay cost last year). Our original Phase 5 scope was expanded to cover 393 engineering interventions to account for additional items discovered on site.

### Our delivered improvement:

We have delivered 306 interventions at 36 sets of points, completing and exceeding our original phase 5 interventions scope, using reliability data to evaluate and prioritise points in scope every period.

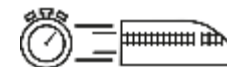
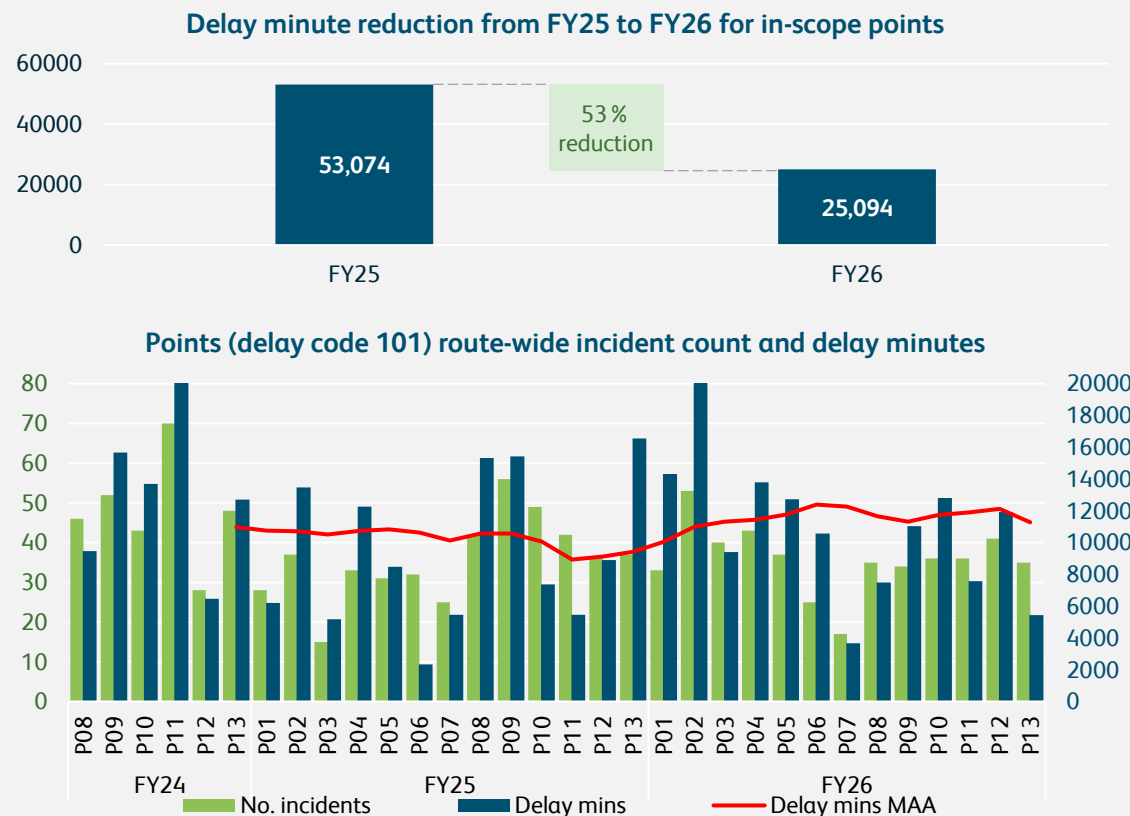
For points in scope, **delay minutes have decreased by 53%** (27,980 fewer delay minutes) in FY26 compared FY25, which equates to a **£3.6 million cost avoidance** from reduced service affecting failures.

Despite our efforts, points delay has increased route-wide in FY26 compared to FY25 due to extreme temperatures and reliability issues affecting points outside of the scope of this program (additional points will be covered in other plans going forward), although East DU has seen an average periodic delay reduction of 48 % since Period 2 (where delay spiked due to issues with RT60 points).

### Going forward:

Remaining scope items are being transferred as Project Brunel transitions to BAU delivery. Points replacements continue with additional renewals works throughout the remainder of the control period.

Going forward, we are working with our Technical Authority to re-design components on our most challenging points type route-wide, and we have reissued the guidance on how to maintain and repair these, and our renewals program continues.





# Benefits Realisation Case Study - Timetable Taskforce

The Timetable Taskforce initiative in Our Plan has led to a more robust timetable in the Wales & Borders route and contributed to a 32% reduction in full-year attributed subthreshold delay compared to FY25, by incorporating preparation for growth of freight traffic from Port Talbot and maximising opportunities to minimise sub-threshold delay from when the December 2025 timetable was launched.

## OP.02 – Wales & Borders Timetable Taskforce

Wales & Borders ORR Rec NR09

### Our challenge:

The strength of our base operating plan is one of the most influential factors in delivering a high performing region. We previously highlighted challenges such as timetable resilience and timetable congestion, a key contributor to sub-threshold and reactionary delay. Our improvements to the operating plan included:

- Workstreams within the Wales & Borders Timetable Taskforce (notably Sectional Running Time amendments along North Wales and the South Wales commuter belt).
- Revised shunting operations at Carmarthen.
- Trials across the ‘High Summer’ season for heavily-loaded services.
- Closer interrogation of the planning of Short Term Planned (STP) services.

### Our delivered improvement:

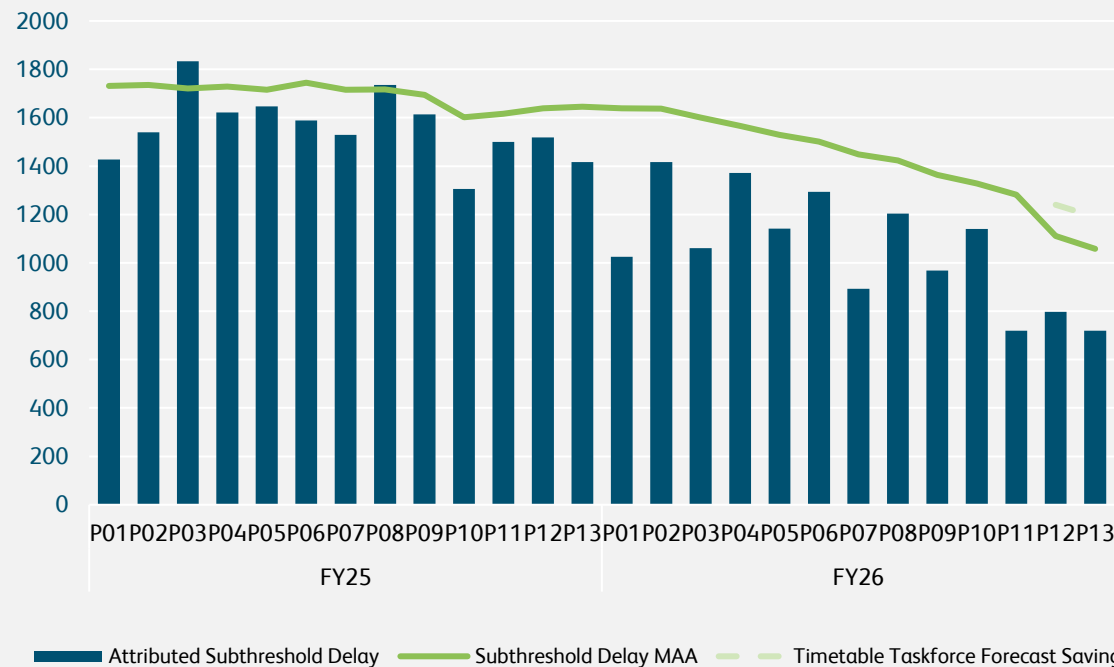
Attributed sub-threshold delay refers to delays below the contractual threshold for Payment for Performance Improvement delay (i.e. delays below 3 minutes), and staff monitor this as part of improvement activity. Punctuality has improved with a **32% reduction in attributed sub-threshold delay** in FY26 from FY25 along with a steady 16 % reduction in MAA from activity commencement. Revised Sectional Running Times between Swansea and Carmarthen implemented in December 2025 is bringing wide gains for local services. A similar process between Cardiff Central and Maesteg in May 2025 has resulted in greater improvements to our operating plan.

The upcoming North Wales Coast recast in May 26 is expected to bring changes, which we anticipate to become embedded within two operating periods. It also coincides with seasonal travel patterns in the area, with holiday makers being a historical driver of station overtime.

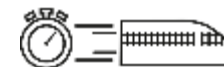
### Going forward:

A Performance Forum has been launched to manage aspirational services between South West Wales and Bristol. The scope of the forum is to manage working timetable development through performance modelling of aspirations and strategic interventions to directly protect performance and prevent the export of reactionary delay; this will be completed in time for the December 2026 WTT development period.

Attributed Sub-threshold Delay across Wales & Borders



We targeted a 50 % reduction in our sub-threshold delay from May 24 to December 25; and are currently seeing a delay minute benefit of 8,191. Further benefits will be realised following implementation of the May 26 timetable change.





# Benefits Realisation Case Study - Capacity Planning – Accelerated Training Programme

We have bolstered our workforce by recruiting dedicated roles within the System Operator timetable production team aligned to our region, increasing the resilience of our teams and ensuring we have a plan in place for the future. The delay MAA attributed to ‘people’ related root causes has steadily decreased from 3.1% at the end of FY24 to 2.4% at the end of FY26. Our capacity planning workstreams are fully staffed, with high levels of competency and the team are able to generate increased benefits for Western in turnaround time, quality of work and outcomes.

## PE.06 – Capacity Planning – Accelerated Training Programme

Region

ORR Rec NR04

### Our challenge:

Our capacity and capability to deliver our base operating plan as well as recover the service during times of perturbation is dependent on the availability and competency of our signaller, control staff and wider business. Our Plan delivered a number of initiatives targeted at increasing the resilience of our teams and ensuring we have a plan in place for the future.

### Our delivered improvement:

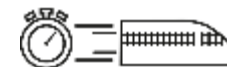
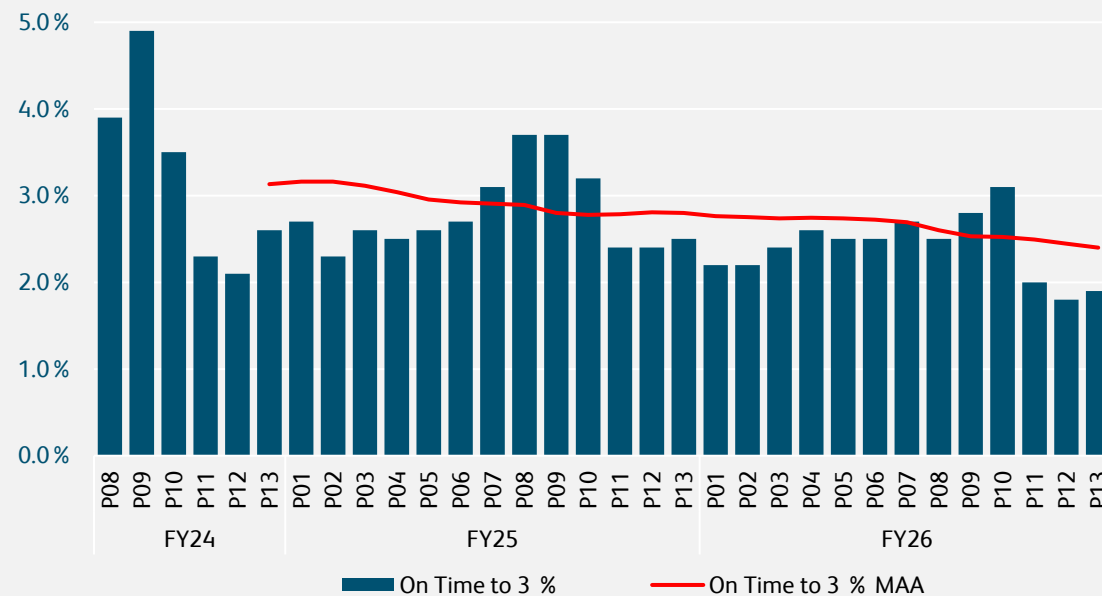
Over the last 3 years, the delay that we can attribute to people related root cause has steadily decreased, currently around 2.4% (MAA) compared to 3.1% at the end of FY24. Dedicated roles were recruited within the System Operator timetable production team aligned to our region, specifically to support on the increased activity driven by Brunel and Old Oak Common. Early focus and successes include:

- MTR (now GTS since concession change over) Industrial Action amended plans at short notice, including:
  - Cancelling the Timetable for MTR services when Industrial Action was called.
  - Reacting quickly to roll back this work when the Industrial Action was cancelled, ensure a train plan was in place at short notice.
  - Amending GWR services that were initially put into the timetable and then needed to be removed during to the IA being cancelled.
  - Training completed so the team have resilience to deliver this plan should the need arise again.
- Supporting Old Oak Common construction works and the amended train plans; in particular, developing a resilient two track railway (during main line blocks).
- Supporting Project Brunel requirements for extended mid-week engineering access.
- Enabling focus outside of Thames Valley area on large engineering blocks that have a significant impact on performance, such as Severn Tunnel, Oxford, Westbury and Newbury.

### Going forward:

Since the implementation of the accelerated training programme, the team has been extensively upskilled and continue to utilise these skills to the benefit of capacity planning workstreams for Western. We have added this competency to key forums and continue to monitor progress.

On Time Loss attributed to ‘People’ aligned delay codes across our region



# Conclusions and Next Steps



## Conclusion and Next Steps

Throughout this process, we have maintained clear and open lines of communication between the region and our regulator, providing updates on the delivery status of Our Plan, and the progress we have been making to improve train performance. Recognising the significant improvement we have made to our performance position, and the steps we have taken to set ourselves up for success and sustain the benefits moving forward, we are confident that we have delivered Our Plan and can transition our remaining activities into Business as Usual.

### We have successfully implemented Our Plan

Disciplined delivery of Our Plan, combined with other route and regional initiatives has enabled us to deliver a clear and sustained improvement to train performance. Over the last year, we have consistently held our OT3 MAA to strong levels, remained resilient to seasonal challenges in the autumn and winter, and have exceeded our FY26 target of 78.6%. Additionally, passenger cancellations have remained on a downward trend and regional freight performance continues to be one of our key strengths.

Throughout our engagement with the ORR, as part of this process, we have successfully demonstrated the completion of 56 of the 63 activities listed in Our Plan, and we are confident in the measures and monitoring approaches that we have in place, that the final seven, longer-term commitments, will continue to be well delivered and meet their intended outcomes.

The benefits of Our Plan have been well documented throughout, and we have been able to clearly articulate the impact that Our Plan has had on performance and how they link to the Whole System Model for Performance. For example, initiatives such as the Convective Alert Tool, Dawlish Protocol, and GUSTO trial have enhanced resilience against severe weather, leading to a reduction in related incidents and delays. Furthermore, improvements in asset reliability through the Frauscher Insights Tool, points resilience programmes, and OLE switch rectification have significantly contributed to reducing incidents and delay minutes.

### We have the right structures in place to assure continuous improvement

The organisational and structural changes we have made to devolve accountabilities, and to bring operational teams closer together in partnership with our operators, give us the confidence that we have the organisational constructs in place to collaborate across the system and deliver on our commitments to passengers and freight.

We have robust Regional governance in place, including regular liaison with our regulator to continue open discussion about the activities we are delivering and how they will contribute to our performance position.

### Our vision is to shift from performance management to proactive resilience building

Our focus will now shift from performance recovery to building further resilience into the system, with ongoing efforts to address root causes of delay and ensure interventions deliver on funded commitments. Our vision is to evolve beyond managing current performance, proactively building greater resilience to ensure a stable and predictable railway that can meet future demands. This involves continuing to move greater capability, accountability, and decision-making authority closer to the teams that operate the railway daily, fostering local empowerment.

We will continue to embed a whole-system thinking approach to ensure performance plans are sustained, scalable, and responsive to the challenges of a changing climate, an increasingly busy timetable, and evolving customer expectations. Future efforts will include a distinct approach to route-level planning for the next funding period and incorporating a whole-industry approach aligned with Great British Railways (GBR), focusing on long-term reliability and operational resilience. Investment will be strategically directed based on performance-critical metrics to drive continuous improvement and achieve our long-term objectives.



# Appendices



Wales and  
Western

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For a Greater Railway

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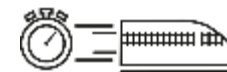


## Appendix A – Region Train Service Delivery Performance Metrics

Our concerted efforts are evidenced by significant progress compared to our CP6 exit position. Despite overall improvement, a challenging environment has resulted in select targets not fully met, and these areas will remain a key focus going forward.

Service delivery performance metric	Unit of measure	Regulated measure (Tier 1)	Region scorecard measure	Strategic objective measure	Region / Route	CP6 exit position	FY26 target	FY26 actual	Target success RAG
On Time to 3 (OT3)	% MAA	Yes	Yes	Yes	Region	76.1%	78.6%	79.4%	Exceeded
					Wales & Borders	71.4%	76.3%	79.0%	Exceeded
					Western	78.1%	79.8%	79.6%	Missed
Freight cancellations	% MAA	Yes	Yes	Yes	Region	2.9%	1.6%	1.2%	Exceeded
					Wales & Borders	3.3%	2.0%	2.0%	Met
					Western	2.8%	1.5%	0.9%	Exceeded
Passenger cancellations	% MAA	Yes	---	Yes	Region	4.9%	4.4%	3.8%	Exceeded
					Wales & Borders	5.9%	5.2%	3.9%	Exceeded
					Western	4.7%	4.1%	3.8%	Exceeded
Service Affecting Failures (NR caused delay)	Number	---	---	Yes	Region	3,659	3,727	3,431	Exceeded
					Wales & Borders	1,149	1,174	1,251	Missed
					Western	2,510	2,553	2,180	Exceeded
NR caused delay per 1,000 miles	Minutes MAA	---	---	Yes	Region	45.07	35.57	35.68	Met
					Wales & Borders	37.44	32.10	31.72	Exceeded
					Western	48.32	37.15	37.10	Exceeded
Passenger and Freight improvement milestones	Number	---	Yes (from FY25)	---	Region	---	15	14	Missed
NR caused passenger delay minutes in Thames Valley area	Minutes	---	Yes	---	Western only	534,243	587,186	413,538	Exceeded

Note: Some measures may be subject to change as data continues to be cleansed and adjusted.





## Appendix B – Overview of benefits delivery

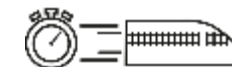
We have significantly progressed initiatives with direct benefits contained within our Performance Improvement Plan. Our realised benefits have significantly exceeded forecasted benefits for FY26 with a total delay minute reduction of 93,544 based on the scope of direct initiatives.

ID	Activity name	Benefit scale (minutes)	FY26 forecast	FY26 benefits achieved <sup>1</sup>
EF.01	Trespass and route crime projects (Wales & Borders)		5,000	9,096
EF.02	Convective Alert Tool (CAT) implementation	(improvement in Delay per Incident (DPI) trend forecasted as opposed to a specific reduction in delay minutes)	---	Achieved
EF.03	Dawlish protocol	(no stranded trains)	---	Achieved
EF.04	GUSTO implementation	(improvement in Delay per Incident (DPI) trend forecasted as opposed to a specific reduction in delay minutes)	---	Achieved
EF.05	Chipping Sodbury flood mitigation works		2,500-7,500	5,000
EF.06	Regional weather resilience programme		600	5,000
EF.07	Static Welfare Officer (trial)		8,000	26,377
FI.01	Frauscher Insights Tool implementation		1,200	1,200
FI.02	Points Resilience programme (Phase 5)		2,000	27,980
FI.03	Rectification of defective OLE switches		2,000	2,000
FI.04	W63 point machine conversions		1,000	600
FI.05	Accelerated vegetation removal programme		3,500	3,500
FI.07	North Wales & Borders cable replacement		1,500	0
FI.09	Hook and Eye inspections		1,100	1,100
OP.02	Wales & Borders December 2025 Timetable Taskforce	 <i>*The benefit will be realised fully when the May 26 timetable is implemented.</i>	5,000	8,191
RE.01	Single control Demesh facility		1,500	1,500
RE.05	RAPPORT implementation		1,300	1,300
RE.08	Track quality reporting form – Western		300	700

The above diagram illustrates benefits forecasted and realised for FY26 from the activities in the PIP determined to have a direct impact on performance. Circles represent FY26 forecasts, and the triangles represent progress as at report submission. We will continue to maintain effort where benefits have met or exceeded forecasts to deliver further benefits where achievable.

<sup>1</sup> Benefits achieved refers to delay minute reductions achieved within the scope of the initiative, benefits may be counteracted at a route-, or DU-level.

Full Year benefit forecast (delay minutes reduction)	Up to 46,500	93,544
Regional comparison of FY25 & FY26 delay	3,336,129	3,089,000



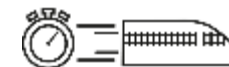


# Appendix C – Performance Assurance Dashboard

Our Performance Assurance Dashboard acts as our single source of truth to track assurance (financial, programmatic, procurement, benefits) and progress for all 63 activities in Our Plan.

WSMP	ORR Rec	Activity ID	ACTIVITY description	SCOPE	OUTCOME date	STATUS
EF	NR01	WW.EF.01	Trespass and Route Crime projects (Wales & Borders)	Wales & Borders	31/03/2026	Completed
EF	NR09	WW.EF.02	Convective Alert Tool (CAT)	Region	31/08/2024	Completed
EF	NR09	WW.EF.03	Dawlsh protocol	Western	31/10/2024	Completed
EF	NR09	WW.EF.04	GUSTO tool - permanent implementation	Region	30/09/2024	Completed
EF	NR07	WW.EF.05	Flood resilience - Chipping Sodbury	Western	31/03/2026	Completed
EF	NR09	WW.EF.06	Weather resilience programme	Region	30/11/2028	On Plan
EF	NR01	WW.EF.07	Static Welfare Officer - Trial	Western	31/07/2025	Completed
FI	NR01	WW.FI.01	Frauscher insights monitoring tool - implementation	Western	31/03/2025	Completed
FI	NR07	WW.FI.02	Points resilience (Phase 5)	Western	31/12/2025	Completed
FI	NR07	WW.FI.03	Rectification of defective OLE switches	Western	31/12/2025	Completed
FI	NR07	WW.FI.04	W63 point machine conversions	Western	31/03/2027	On revised plan
FI	NR07	WW.FI.05	Accelerated vegetation removal project	Western	31/08/2025	Late
FI	NR07	WW.FI.06	Remote Condition Monitoring (RCM)	Wales & Borders	31/03/2026	Completed
FI	NR07	WW.FI.07	North Wales & Borders cable replacement	Wales & Borders	31/03/2025	Completed
FI	NR08	WW.FI.08	Head-span renewal project	Western	31/03/2029	On Plan
FI	NR08	WW.FI.09	OLE resilience - hook and eye inspections	Western	31/08/2025	Completed
FI	NR06	WW.FI.10	Optimised earthing	Region	31/03/2025	Completed
OP	NR04	WW.OP.01	Capacity Planning review of Trenissimo modelling	Western	31/05/2025	Completed
OP	NR09	WW.OP.02	December 2025 Timetable Taskforce	Wales & Borders	31/12/2026	Completed
OP	NR06	WW.OP.03	Maintenance timetable impact assessment process (Western Route)	Western	31/05/2026	Completed
OP	NR04	WW.OP.04	System Operator timetable modelling capability and tools improvements	Region	30/09/2025	Completed
OP	NR04	WW.OP.05	Port Talbot freight growth - readiness programme	Wales & Borders	31/12/2024	Completed
OP	NR04	WW.OP.06	Old Oak Common INITIAL December 2028 timetable modelling	Western	28/12/2026	On Hold
OP	NR04, (NR09)	WW.OP.07	December 2026 Timetable Planning Rules and Sectional Running Time review	Western	31/10/2025	Completed
OP	NR06	WW.OP.08	Maintenance timetable impact assessment process	Western	30/06/2025	Completed
PE	NR11	WW.PE.01	GWR Train Running Support Control Desk (Wales & Borders WROC)	Wales & Borders	30/09/2024	Completed
PE	NR11	WW.PE.02	MTR Train Running Support Control Desk (Swindon Control)	Western	31/03/2025	Completed
PE	NR11	WW.PE.03	TVSC signaller resilience programme	Western	31/10/2025	Completed
PE	NR11	WW.PE.04	Strategic Workforce Planning (SWP)	Region	31/12/2024	Completed
PE	NR03	WW.PE.05	Cultural Insights tool	Region	30/11/2024	Completed
PE	NR04	WW.PE.06	Capacity Planning - accelerated training programme	Western	31/12/2024	Completed
PE	NR06	WW.PE.07	Wales & Western competence intervention	Region	31/03/2026	On Hold

WSMP	ORR Rec	Activity ID	ACTIVITY description	SCOPE	OUTCOME date	STATUS
PE	NR11	WW.PE.08	Control Operations Leadership Academy (COLA)	Western	02/05/2025	Completed
PE	NR11	WW.PE.09	Operational capability (Standards & Competence Managers)	Region	31/12/2024	Completed
PE	NR03	WW.PE.10	Regional Operating Model change programme (PHASE 1)	Region	31/03/2025	Completed
PE	NR03	WW.PE.11	Regional Operating Model change programme (PHASE 2)	Region	31/06/2026	On Revised Plan
PE	NR03	WW.PE.12	Executive-sponsored leadership and culture improvement plan	Region	31/10/2024	Completed
PC	NR03	WW.PC.01	new North Wales Local Railway launched	Wales & Borders	09/11/2024	Completed
PC	NR03	WW.PC.02	new Gloucestershire & Somerset Local Railway launched	Western	07/12/2024	Completed
PC	NR03	WW.PC.03	new South Wales Mainline Local Railway launched	Wales & Borders	31/03/2025	Completed
PC	NR04	WW.PC.04	Old Oak Common - sponsorship and delivery model	Western	31/10/2024	Completed
PC	NR05	WW.PC.05	Regional Industry Performance Board	Region	31/12/2024	Completed
PC	NR01	WW.PC.06	Service Recovery Tool	Western	30/09/2025	Completed
PC	NR03	WW.PC.07	Governance effectiveness reviews	Region	31/03/2025	Completed
PC	NR03	WW.PC.08	Strategic Improvement Platform (SIP 2.0) expansion	Region	31/12/2024	Completed
PC	NR10	WW.PC.09	National ILR database	Region	31/03/2025	Completed
PC	NR10	WW.PC.10	FRACAS - review potential application in Wales & Borders	Wales & Borders	04/10/2024	Completed
PC	NR10	WW.PC.11	FRACAS - implementation (Western - Phase 2)	Western	30/06/2025	Completed
PC	NR10	WW.PC.12	Incident Learning Review (ILR) implementation of best practice	Western	31/12/2024	Completed
PC	NR10	WW.PC.13	Immediate learning from incidents (after action reviews - AAR)	Western	31/03/2024	Completed
PC	NR03	WW.PC.14	P maturity assessment - Western	Western	31/03/2025	Completed
PC	NR04	WW.PC.15	P maturity assessment - Wales & Borders	Wales & Borders	30/10/2024	Completed
PC	NR03	WW.PC.16	Revised Regional governance model	Region	30/09/2024	Completed
PC	NR09	WW.PC.17	Seasonal preparedness review	Western	31/03/2025	Completed
RE	NR07	WW.RE.01	Single control demesh facility	Western	31/03/2025	Completed
RE	NR01	WW.RE.02	Stranded Train simulation exercises - Wales & Borders	Wales & Borders	30/09/2024	Completed
RE	NR01	WW.RE.03	Stranded Train simulation exercises - Western	Western	31/12/2024	Completed
RE	NR01	WW.RE.04	HILDA (implementation)	Western	31/10/2024	Completed
RE	NR01	WW.RE.05	RAPPORT (trial)	Western	31/03/2025	Completed
RE	NR01	WW.RE.06	CRISIS / Exec on call review	Region	31/12/2024	Completed
RE	NR11	WW.RE.07	Introduction of Luminate Traffic Management System	Wales & Borders	30/04/2025	Completed
RE	NR07	WW.RE.08	Track Quality Reporting Form - Western	Western	31/03/2025	Completed
RE	NR07	WW.RE.09	Track Quality Reporting Form - Wales & Borders	Wales & Borders	31/03/2025	Completed





## Appendix D – Project Brunel Update

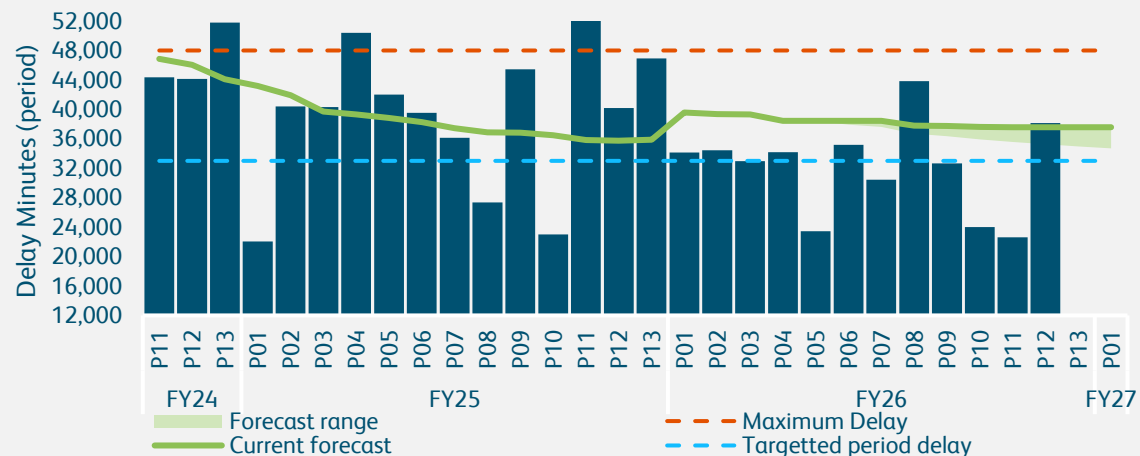
Project Brunel is a major component of our performance improvement plan and has delivered engineering interventions at over 1,000 locations across the Thames Valley, focused on the key infrastructure assets causing the most delay.

### Project Brunel

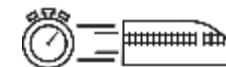
#### Key Progress

- Project Brunel began in January 2024 and has delivered engineering interventions at over 1000 locations across the Thames Valley, focused on the key infrastructure assets causing the most delay (Track Faults including Broken Rails, OLE, Axle Counter Failures, and Points Failures).
- Project Brunel has reduced delay by 164,000 delay minutes from our baseline and has now largely transitioned to business-as-usual delivery (42,000 delay minutes pre-interventions to 32,175 period average this year). Following realised benefits, the project team are handing work back to local maintenance delivery teams to continue momentum.
- Our route-wide delay minutes were forecast to be reduced by 12%, however we achieved a **17% reduction over the past two years** following a strong improving trend shortly after Project Brunel was launched.
- T3 MAA significantly improved for the route by 1.7% in 2024-25 from 2023-24 though fleet issues have influenced the decline of GWR performance (with solutions now deployed and under review) and 2025-26 is forecast to exit 0.1% lower than last year.
- Western has now completed its Project Brunel PIP activities.
- Project Brunel Delivery Highlights:
  - Treated 398 wet-beds
  - Removed 238 track defects
  - Renewed 9 Switches & Crossings
  - Delivered 3 S&C Ballast Replacements
  - Delivered 13 S&C bearer surveys
  - Removed 280 Priority IRJs
  - Replaced 778 Hardlock nuts
  - Upgraded 204 Axle Counter AEB Card
  - Cleared 160+ tonnes of drainage silt (0-12m)
  - Cleared over 96 miles of vegetation (0-18m)
  - Rectified 22 OLE switch defects
  - Completed 56 Hook & Eye /B10 Inspections
  - Performed 306 points engineering interventions
  - Delivered 210 sandpit training days
  - Conducted 12,280 yards of enhanced drainage surveys
  - Upgraded Wi-Fi & Bandwidth at Reading Depot
  - Backlog from 11.1% to 3.8% since 2023/24
  - Rolled Out Static Welfare Officers Trial

Project Brunel - Thames Valley delay forecast



<b>1,000</b> Locations saw completed engineering works	<b>164k</b> Fewer Delay Minutes than baseline	<b>71k</b> Fewer Delay Minutes than target	<b>83.8%</b> T3 MAA 2025/26 from 82.1% in 2024/25
<b>£26.6m</b> Spent on Project Brunel	<b>£162</b> Per Delay Minute Saved	<b>1.6yrs</b> Investment Payment Period	<b>70%</b> Maintenance Backlog Reduction





## Appendix E – Progress against ORR Industry Recommendations

Fleet is one of the largest contributors to on-time loss on the network. Although Our Plan did not include fleet specific issues, due to it being outside of the Region’s control, we are striving to address these issues through our system approach and engagement with operators.

ORR Industry recommendations

### Recommendation to industry IN1

Industry should review how it can ensure processes for planning major service upgrades fully consider the cumulative impact of successive major changes, including on asset condition and reliability, when identifying supporting work required.

### Recommendation to industry IN2

Industry should consider how to provide greater clarity about the roles, responsibilities and accountabilities of the ESG and related specification processes to help drive improvements in oversight of, and planning for, major change.

### Recommendation to industry IN3

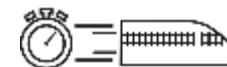
Industry should consider how to drive forwards improvements to train performance in Wales & Western which rely on cross-industry collaboration. This should include securing greater strategic alignment and shared objectives that can be cascaded to those delivering day-to-day service, strengthening contingency plans for dealing with delays while retaining flexibility in their application, further roll out of technology to improve incident response and service recovery and improving cross-industry learning from incidents.

Our response

- A new role of Industry Programme Director, reporting to both Network Rail and GWR with a multi-company team has been appointed and we are also advancing access strategy to improve how we plan and manage railway closures for engineering work.
- A new Route Access Strategy Manager (RASM) role has been created within Western route, reporting to the Head of Planning and with a dotted line to GWR’s Head of Interface & Network Strategy, to improve how we plan and manage railway closures for engineering work.
- We have strengthened the connection between maintenance access timetable planning and timetable planning processes and developed a perpetual modelling project to enhance our capability which will deliver at the end of FY27.

- We are working with industry to review and clarify responsibilities and accountabilities of the ESG and related specification processes to help drive improvements in oversight of, and planning for, major change.
- We are launching a new Integrated Industry People workstream. This initiative, facilitated by a dedicated human resources (HR) resource, will ensure that GWR and Network Rail work seamlessly together to enhance alignment of people strategies and streamline processes.
- Our working with the Met Office has been strengthened through our constantly reviewed Dawlish Protocol and our work with the Environment Agency has given us greater insight into wider environmental strategy.

- We are working with industry to refresh the Network Performance Board including how it supports W&W on delivery of joint performance plans.
- The strong stakeholder relationship with TfW, led by the Wales and Borders executive team, has established a robust foundation for building an integrated, passenger-focused railway across the route. Through this alliance, we aim to deliver a mandate jointly issued by both governments, run shared programmes that balance cost, benefit and risk, and ensure Wales and Borders benefits from the stability and long-term planning Great British Railways (GBR) brings.
- We have made major strides forward with Western route deepening collaboration with GWR to ensure readiness for Great British Railways (GBR) and deliver more integrated operations. A comprehensive plan implemented to coordinate communications for leadership across GWR and NR. This strategy will utilise established forums such as SLQ, Monthly Manager Calls, weekly updates, and key dates in both the GWR Exec Calendar and Network Rail schedule to ensure leaders are consistently informed. We have further agreed a new governance structure for performance merging key GWR and Western route performance decision making forums to make more joined up decisions and enhance outcomes.
- We are proud to have unified our Paddington station team under a single, joint leadership structure. We have also created a new position, Head of Stations and Passenger Experience, who works for both GWR and NR. This move aims to establish a fully integrated team at Paddington station.



# Direct Benefit Case Studies



Wales and  
Western

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For a Greater Railway

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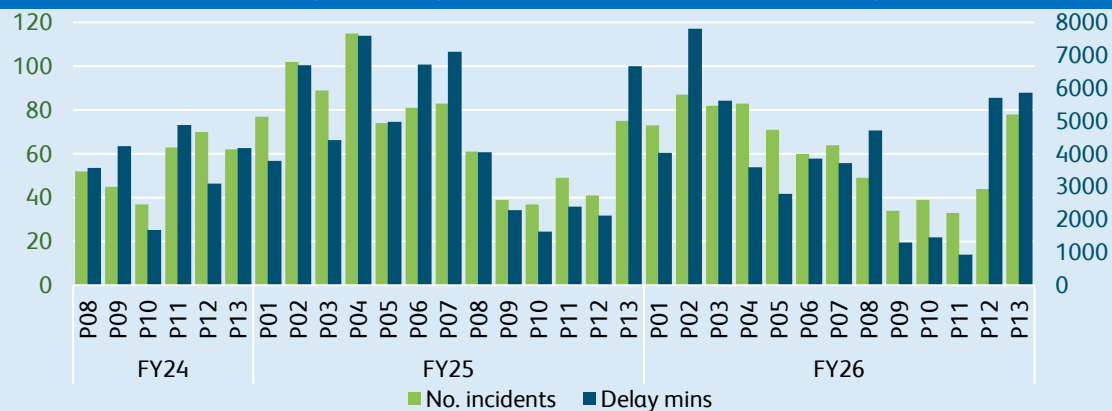
## Benefits Realisation: External factors

### EF.01 – Trespass and route crime projects

Benefits Achieved ORR Rec NR01

- External fatalities and trespass across our Wales & Borders route continues to be one of the top causes of route delay, accounting for over 60,000 delay minutes across the route at the end of FY25. While our efforts remain focused and consistent, the number and severity of incidents continue to follow seasonal trends and reflect wider societal challenges seen across the industry.
- We delivered seven platform mitigation interventions this year and have also delivered three 'bridge the gap' sites. We completed risk assessments for five route crime hotspots and detailed mitigations, with work being fed into our programme for FY27. We have recently introduced increased managerial oversight to carry out visits to route crime hotspots, ensuring actions are aligned to the incident profiles of each location.
- We have seen a **9,096 reduction in delay minutes** and over **£420k cost reduction** in FY26 compared to FY25 (Periods 1-13).
- Additionally, our Rail Safe Friendly contract reached 191 schools and **generated £1.9 million in social value**. We have renewed our contract with our engagement targeted at hotspot locations on the Route. We continue our commitment to ensure we apply lessons learned, including a programme to replace access gate locks to 'VIRO' locks on the South Wales Mainline from the earlier 'horses on the line' incident and implementation of permanent sub-station CCTV following the Marshfield fire.

External fatalities & trespass (delay code 503) incident count and delay minutes

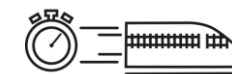
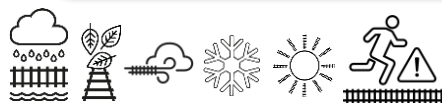
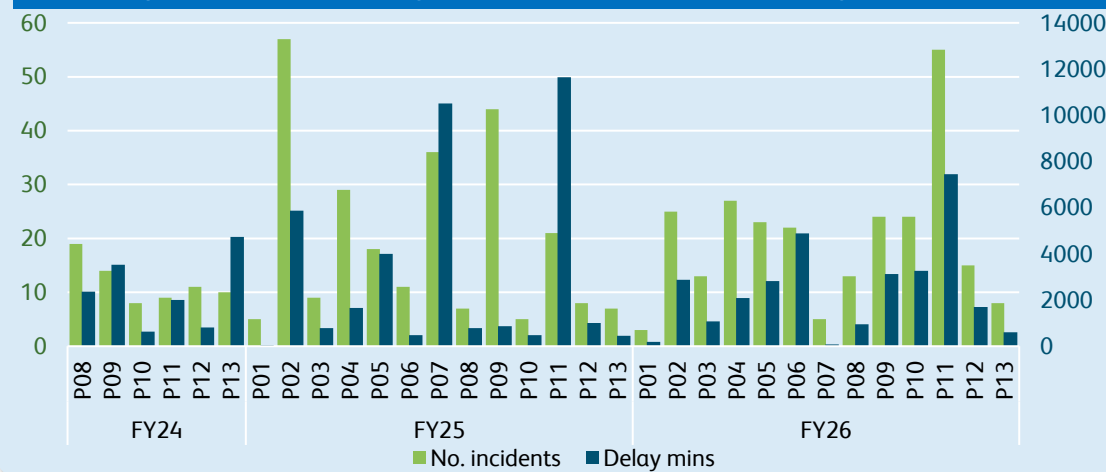


### EF.02 – Convective Alert Tool (CAT) implementation

Benefits Achieved ORR Rec NR09

- During intense convective rainfall, we are required to impose speed restrictions on parts of our network due to the Convective Alert Tool (CAT) being triggered. These speed restrictions have a direct impact on train performance and have previously not been implemented at a granular enough level to minimise the impact to only the directly affected area.
- We sought to implement a solution that reduces the extent of speed restrictions imposed during convective rainfall, based on the risk profile of each specific location. Through asset engineer risk reviews, we have been able to remove approximately 50 sites, therefore minimise speed restrictions imposed during rainfall events. Additionally, a further 80 miles of coverage on both routes were removed by ensuring the tool focuses on railway sections with specific risk factors (e.g. sloping catchments towards the railway or areas with vulnerable cuttings present).
- In FY24, the region was affected by 13 incidents, leading to 15,355 delay minutes. FY26 shows a total of only 13,054, a **delay reduction of 1279 (or 9%), fewer delay minutes despite a higher number of significant rainfall events. Delay Per Incident has dropped by 18% (24 fewer mins)**.
- We are closely monitoring the tools use and benefit and expect more targeted and specific use to maximise its impact on delay.

Blanket speed restrictions (delay code X4) incident count and delay minutes





# Benefits Realisation: External factors

## EF.03 – Dawlish protocol

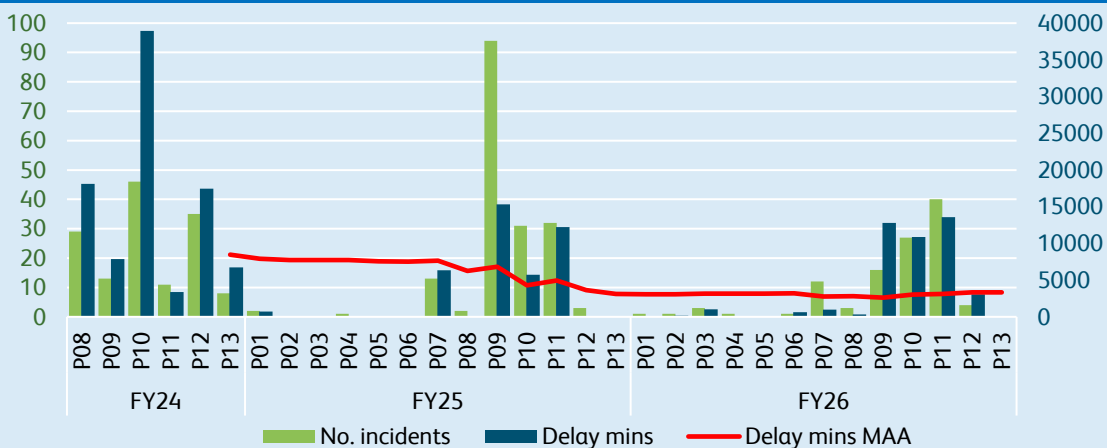
Benefits Achieved ORR Rec NR09

- We have continued to work with the Met Office to successfully implement our Dawlish Protocol, following enhancements to the Dawlish sea wall. This protocol manages the risk of storms and waves with restrictions to train movements during at-risk times.
- We assembled a cross-industry group of experts to create a revised train plan that enables more trains to run, reduces delays for our customers, and provides a more robust and reliable train service for long and short distance train customers through the area.
- This year has been a resounding success with no stranded trains and the first successful implementation of Black Status within the protocol in 12 years. We have had no trapped trains at Dawlish this year, **incidents with zero delay**, and have achieved an **8% reduction in route-wide delay** and **54% fewer incidents** than last year.
- We have embedded regular review of the effectiveness of our delivered improvements. We are on course to deliver against our target of no stranded trains in FY26.



Dawlish sea wall withstanding Storm Ciarán's 5m waves

### Severe weather (delay code 110A) incident count and delay minutes

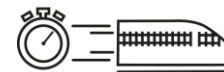
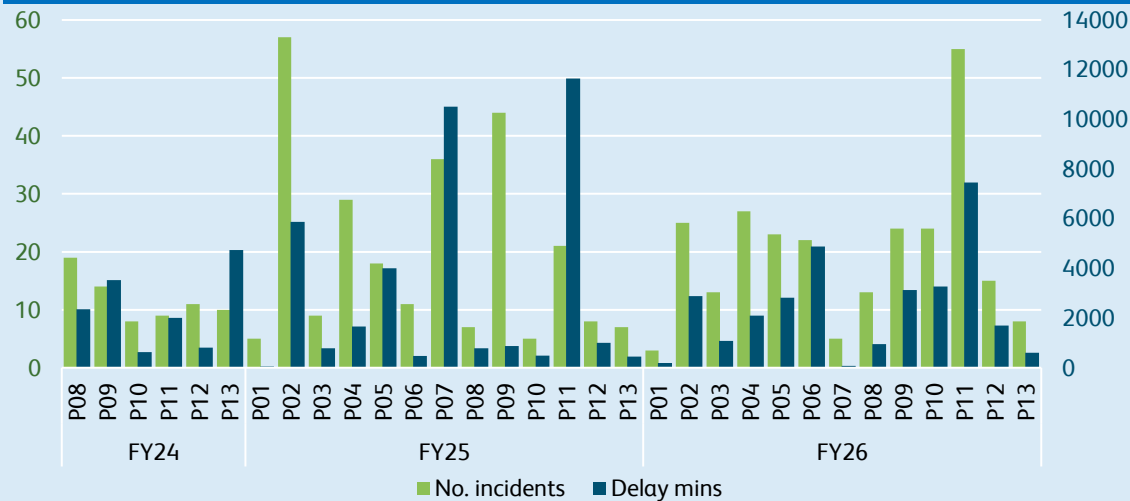


## EF.04 – GUSTO implementation

Benefits Achieved ORR Rec NR09

- Gale force wind forecasts typically trigger blanket speed restrictions across wide areas of the network to mitigate risks of vegetation and debris on the track, which can significantly impact train performance and often affect services unnecessarily.
- Gales – Use of Speed restrictions Targeted to Operational risk (GUSTO), currently in trial mode, has allowed the region to apply speed restrictions only to route sections with elevated risk profiles, such as heavily vegetated cuttings or lines that run perpendicular to wind directions. Targeted intervention has helped maintain service performance while still mitigating safety risks, reducing passenger delays and improving customer experience.
- The GUSTO tool contributed to an **85% reduction in delay** during Storm Isha due to speed restrictions only impacting 3% of Western track miles. FY26 shows a **delay reduction of 9% (1,279 minutes) compared to FY25** and **Delay Per Incident reduced by 13% (23 minutes)**, due to blanket speed restrictions.
- We will continue to build on the significant improvements to temporary speed reductions (TSRs) due to being able to better target at-risk locations and reduce the geographical breadth of TSRs.

### Blanket speed restrictions (delay code X4) incident count and delay minutes





## Benefits Realisation: External factors

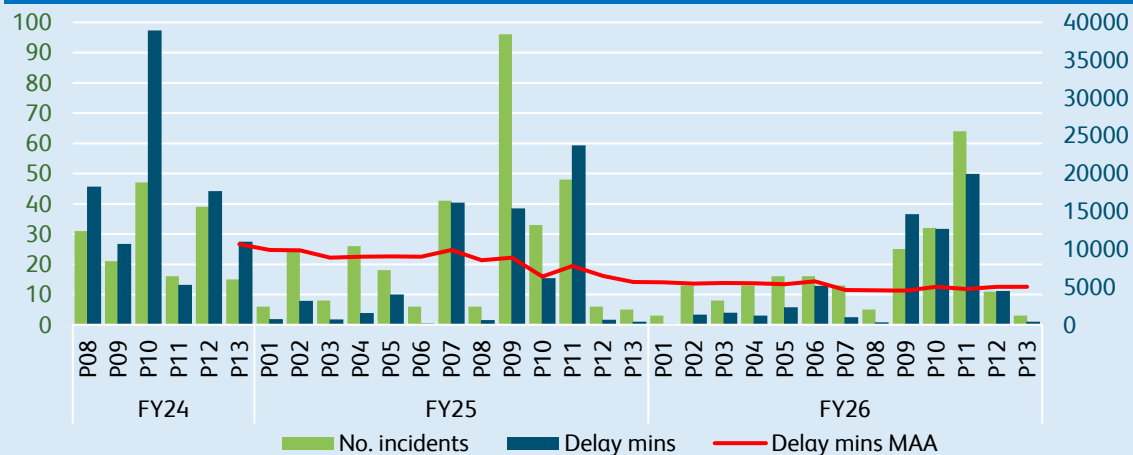
### EF.05 – Chipping Sodbury flood mitigation works

Benefits Achieved

ORR Rec NR07

- Chipping Sodbury is our highest performance-impacting flooding site. We have progressed our engineering works to increase resilience in three phases. Phase 0 and 1 are complete, which was our committed outcome included in our Performance Improvement Plan logged with the ORR.
- Phase 0 delivered short-term flood mitigation works (e.g. drainage clearance and surveys) in 2024 and was followed by a 11,000 delay minute reduction.
- Phase 1 commissioned drainage modelling and silt clearance from the River Frome, lagoon and balancing pond and was completed ahead of deadline in October 2025 improving resilience to storms. Prior to this the railway would have closed with 5 days of 56mm rain but this year this increased to 5 days of 73mm rain.
- Two exceptional rainfall events in late 2024 would have previously closed the railway for several days, however in September it was only closed for a matter of hours. FY26 saw **105 fewer incidents** (32% reduction) and an **8,186 delay-minute reduction** compared to FY25.
- Phase 2 continues progressing asset interventions and hydraulic modelling reports to support our case to the Environment Agency for more outflow.

Severe and Other weather (delay codes 110A & 110B) incident count and delay minutes



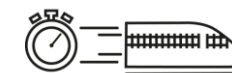
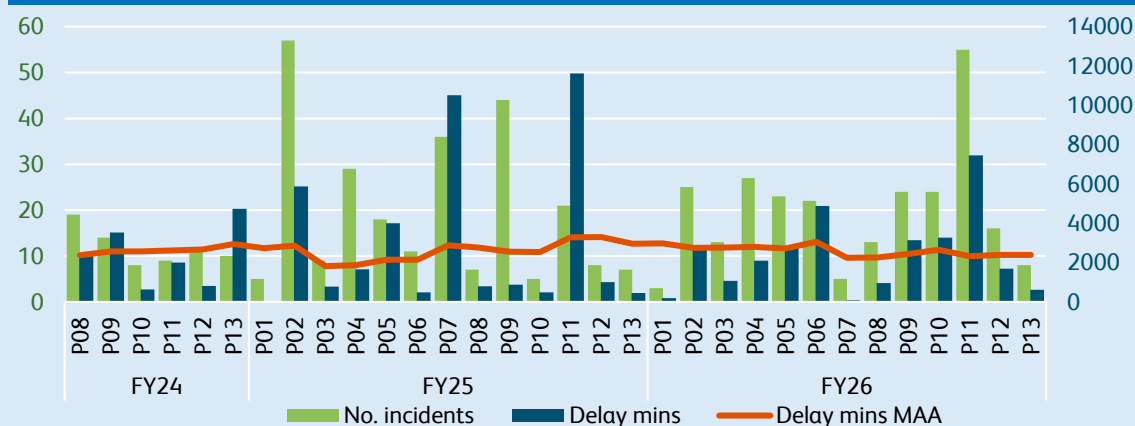
### EF.06 – Regional weather resilience programme

Benefits Achieved

ORR Rec NR09

- Climate change means extreme events that previously had a 5% chance of occurring, are now happening two to three times as often. Wales and Western, due to its geographical position and terrain, is regularly susceptible to extreme weather conditions bringing high winds, high seas, and heavy rainfall and resulting flooding. We have developed a programme of proactive weather resilience works, targeting six sites that regularly impact our service delivery performance.
- Our works at these sites as promised in the Performance Improvement Plan lodged with the ORR are on plan. Significant improvements have been made to key sites, with an estimated total of **£4.5M saving in costs**. Rainfall totals were 20mm higher in CP7 vs CP6, however total incidents have similar delay minutes, meaning our **resilience to storm events is improving**. The number of incidents have remained the same, however **delay minutes have reduced by 19%** compared to FY25, indicating improved resilience at key locations.
- ‘Lessons Learned’ exercises took place in January alongside site reviews. Additional phases at key locations continue into 2027 and are now joined by works at another eight sites. Operational mitigations complement these interventions with increasing coordination between maintenance and operations during flooding incidents such as a new process for managing incidents at Chipping Sodbury which is expected to bring benefits in FY27.

Other weather (delay code 110B) incident count and delay minutes





## Benefits Realisation: External factors

### EF.07 – Static Welfare Officer (trial)

Benefits Achieved ORR Rec NR01

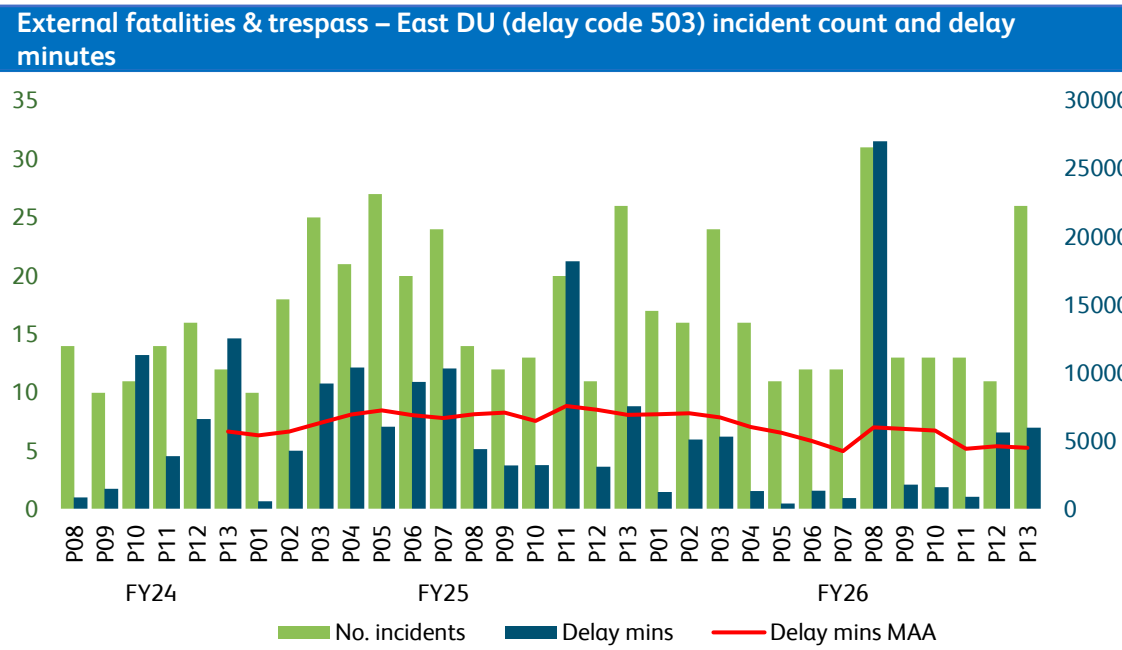
- Trespass and suicidal incidents remain a continuous risk to train performance. Based on best practice and lessons learned from other routes, we identified our worst at-risk locations (Thames Valley area).
- From early FY26, we mobilised a team of Static Welfare Officers using our existing security contract. Officers were implemented at up to 16 locations at any one time to spot and intervene with suicide prevention, trespass, anti-social behaviour issues (including vandalism), and other crime incidents. We utilised our own information plus that from our train operators and British Transport Police to plan our deployments for best effect determining times of day and getting early warning of concerns for welfare.
- Our trial was a success and was extended for an additional five periods until P11 to align with our new security contract. 817 interventions were generated during the trial, of which **19 saved lives** and several dozen more dealt with persons who had returned after previously exhibiting suicidal behaviour. This successful trial **reduced fatality incidents in the Thames Valley by 67%** compared to the same duration in FY25. Combined fatality and trespass delay minutes (including suicidal trespass) reduced by **65%** during the trial (38,099 fewer minutes).
- Full year delays reduced by 17% route-wide with 38,676 fewer delay minutes mainly driven by Static Welfare Officers.** Our new security contract in January makes Static Welfare Officers a standard part of the provision of service and we expect to continue our gains here.
- We have since leveraged the new contract to deploy a time-limited project to stabilise and reduce incidents and delay in Gloucester.



Static Welfare Officer with rail safety colleagues discouraging teen trespassers.

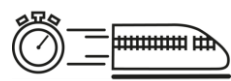


Static Welfare Officer (wearing trial uniforms) receive certificates for saving lives at Slough.



“An incident took place on platform 5. An 18- to 19-year-old male tried to jump on the train track. We quickly approached him and got him away from the track. Dispatchers had to quickly stop the trains and the Station Manager arrived on platform quickly. The Station Manager thanked us and really appreciated what we did.”

Anecdote from a Station Welfare Officer during the trial assessment, outlining the circumstance and intervention actions made.





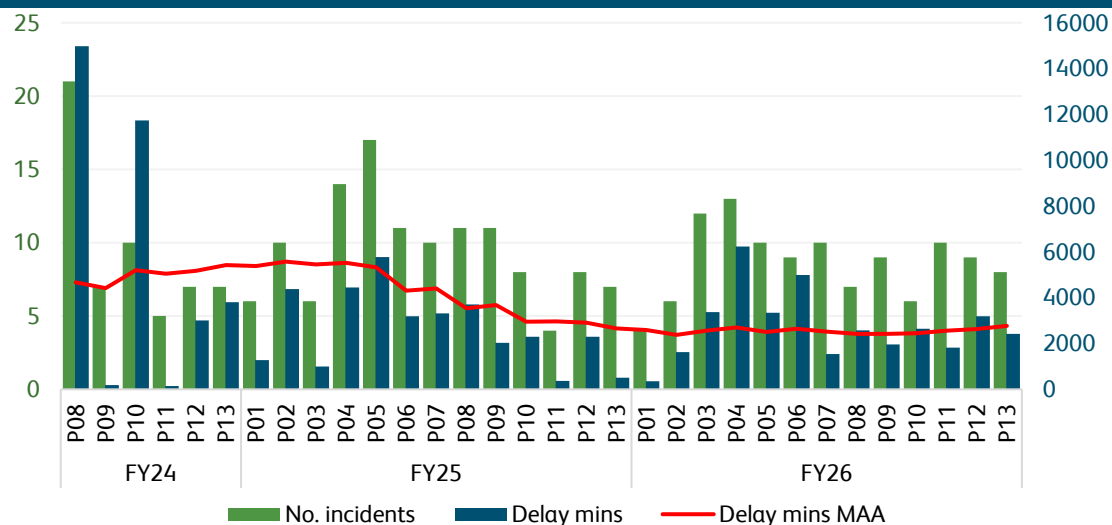
## Benefits Realisation: Fixed Infrastructure

### FI.01 – Frauscher Insights Tool implementation

Benefits Achieved ORR Rec NR01

- Axle counter failures in Western’s East Delivery Unit area amounted to c.70,500 minutes in FY24. This asset monitoring tool aims to diagnose and review performance of this critical asset. Working with Frauscher (product supplier), we have now installed the monitoring system in 12 buildings, covering a total of 777 assets.
- The insights tool has provided critical information to make early engineering decisions and reduce delays. This has resulted in approximately **£441k cost savings/avoidance** and **route-wide delay minutes has reduced by 3% (2,409 fewer minutes)** with **15% fewer incidents** compared to FY25.
- Remote monitoring remains a significant part of our efforts towards axle counter improvements including replacements of an axle counter component with known defects, of which all 204 have been completed. Other works associated with these improvements (e.g. component replacements) aim to reduce the number of incidents.
- Following a successful trial, a wider roll out is completed across Western Delivery Units with usage now business-as-usual.

Axle Counter (delay code 301C) incident count and delay minutes for Western East DU

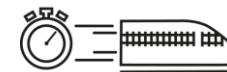
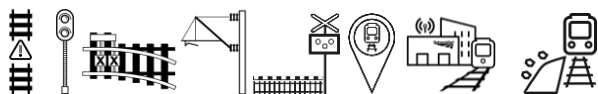
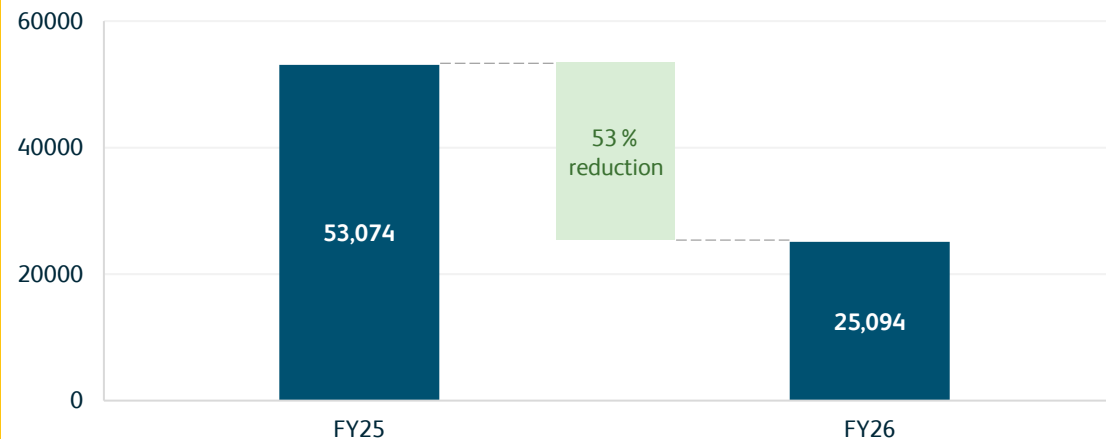


### FI.02 – Points Resilience programme (replacing Phase 5)

Partial Benefits ORR Rec NR07

- Our points phase 5 programme was merged into a wider programme and targets the 39 worst performance-impacting points on East Delivery Unit and delivered by Project Brunel (accounting for 78% of delay and 84% of delay cost last year). Our original Phase 5 scope was to target 25 sets of points and estimated to include approximately 266 engineering interventions. This programme has expanded scope several times, now totalling 393 engineering interventions.
- We have delivered 306 interventions at 36 sets of points, completing and exceeding our original phase 5 interventions scope, using reliability data to evaluate and prioritise points in scope every period. We continue to deliver with remaining items transitioned to BAU delivery and work with our Technical Authority to re-design components on our most challenging points type route-wide. We have reissued the guidance on how to maintain and repair these to our teams.
- Delay minutes have decreased at the points in scope 53% (27,980 fewer minutes) from FY25 but despite our efforts, delay has increased by route-wide from FY25 though East DU has seen an **average periodic delay reduction of 48%** since Period 2 (where delay spiked due to issues with RT60 points).

Delay minute reduction from FY25 to FY26 for in-scope points





## Benefits Realisation: Fixed Infrastructure

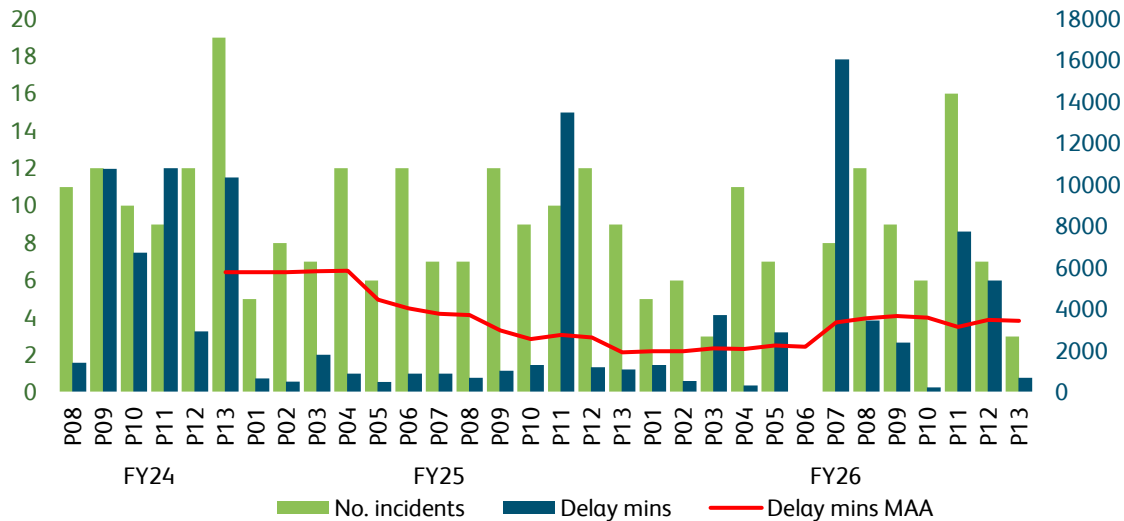
### FI.03 – Rectification of defective OLE switches

Partial Benefits

ORR Rec NR07

- Our overhead line equipment (OLE) switches programme aims to restore remote operation of defective switches to reduce the requirement for manual operation and improve the management of incidents in affected areas. The programme, initially targeting 15 switches, has successfully enabled remote operation functionality.
- Our commitment to the ORR plan was 24 defective OLE switches which has been delivered and exceeded with 26 completed.
- This year we saw a significant route-wide improvement with OLE incidents at the lowest level in 18 months (zero incidents and delay in P06) earlier this year. There has been a reduction in incidents route-wide compared with FY25 and the moving annual average has decreased by 29% compared to the start of FY25.
- Delay minutes have however increased due to select high-impact incidents which have been reviewed. Project Brunel has now embarked on a programme of replacing a further 23 OLE switches which are being transferred to BAU delivery as Brunel winds up

OLE/Third Rail (delay code 201) incident count and delay minutes



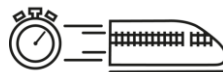
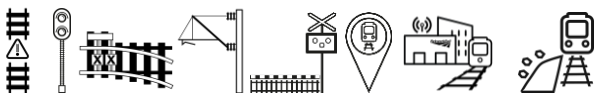
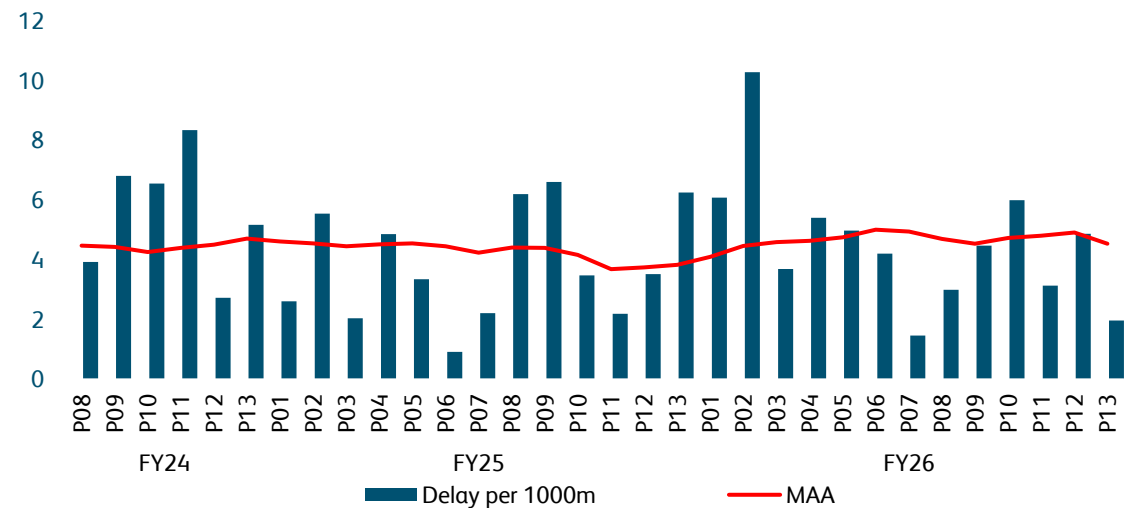
### FI.04 – W63 point machine conversions

Partial Benefits

ORR Rec NR07

- This activity aims to remove obsolete equipment and replace select assets with newer models with an improved reliability profile. Our W63 replacement programme continues to 2027 due to a revised plan.
- We are supplementing our W63 replacements with work on RT60 type points which increased in priority due to an FY26 increase in reliability issues. We are on plan for W63 replacements with delivery now transferred to the maintenance organisation. We have plans to deliver 13 sets of points in FY27, 9 in FY28, and 20 in FY29.
- In Period 2, RT60 points reliability saw numerous high impact failures and are now subject to concerted focus, including work with Technical Authority to re-design components for upgrade. Replacement of these assets is aimed at reducing failure rates, improving reliability and simplifying maintenance activity.
- **Route-wide Points delay per incident has reduced** from 3.9 in Period 08 FY24 to 2.0 in Period 13 FY26.

Points (delay code 101) delay per 1000m





## Benefits Realisation: Fixed Infrastructure

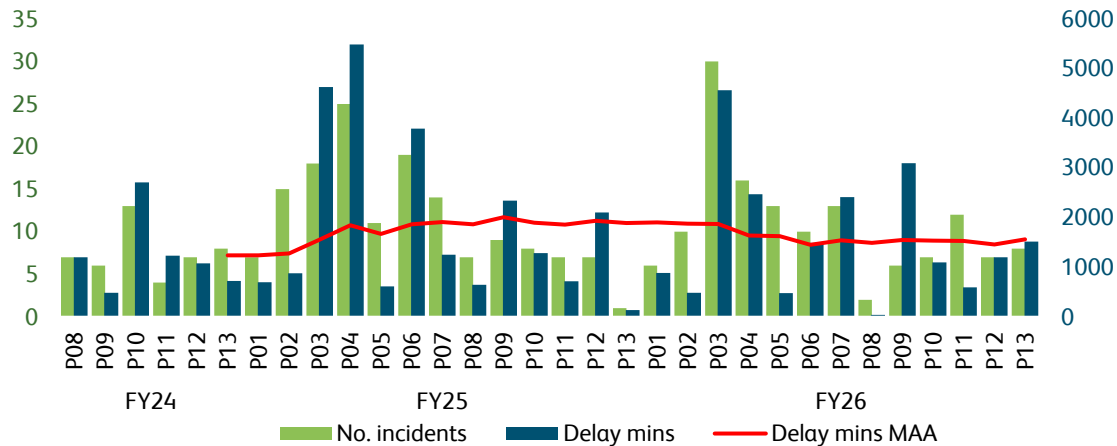
### FI.05 – Accelerated vegetation removal programme

Benefits Achieved

ORR Rec NR07

- Our removal programme is designed to mitigate the risk of vegetation encroachment onto our assets, particularly overhead line equipment. This will reduce the likelihood of the system tripping and help us avoid the need to delay trains while we investigate and reset power to the system.
- We have completed 100% of all priority one sites and 96% of overall FY25 'vegetation to 8 metres' programme work packages (which was initially delayed due to environmental concerns of impacts on wildlife such as nesting birds and badger dens). We have programmed delivery timescales for the remaining works subject to overcoming environmental challenges above.
- We evidenced a **17% reduction in delay minutes** route-wide and an **8% reduction in the number of incidents** compared to last year. The period 9 spike was due to third party works digging under vegetation and causing it to collapse. Period 10 saw 0 delay minutes attribution in the immediate approach to Paddington station, a high-activity segment of our network.
- We continue to deliver additional vegetation management works with another 28m 64ch completed in FY26, and remaining scope has been transferred from Project Brunel to business-as-usual maintenance delivery.

Vegetation management (delay code 111B) incident count and delay minutes



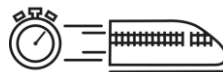
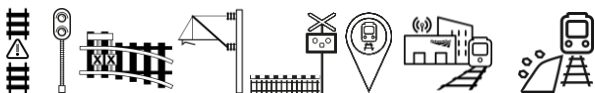
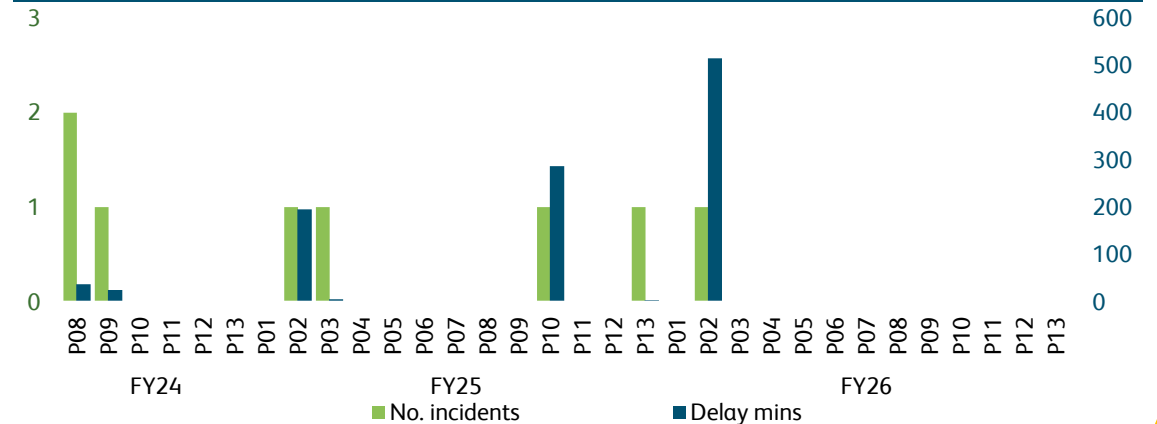
### FI.07 – North Wales & Borders cable replacement

n/a

ORR Rec NR07

- Failing cables accounted for 16,500 delay minutes in the last two years, many of which are becoming life expired and of poor resilience. A programme was instigated to replace the highest risk assets to improve our overall resilience in the area.
- Faulty cables are continuing to be renewed on a risk basis, with further funding secured to proactively replace cables before failure. Our maintenance teams have now replaced a faulty 10km cable that has failed 25 times over the last year. This cable replacement is expected to reduce the number of service affecting failures (SAFs) associated with axle counters, to further improve network resilience and asset availability.
- We exceeded our targets for defective cable replacements in FY25 and have since replaced an additional 25km of cables YTD. We have seen a **75% reduction in incidents** compared to FY25, however suffered a failure in period 2 that accounted for 515 delay minutes and saw a 5% overall increase compared to FY25. We have since seen **no cable faults**, following the reactive cable replacement at this location (Colwyn bay to Llandudno junction).
- Committed interventions in our performance improvement plan are complete, and further improvement is sought by the Wales & Borders route using cable monitoring technology, with support from Regional R&D.

Cable faults (delay code 304) incident count and delay minutes





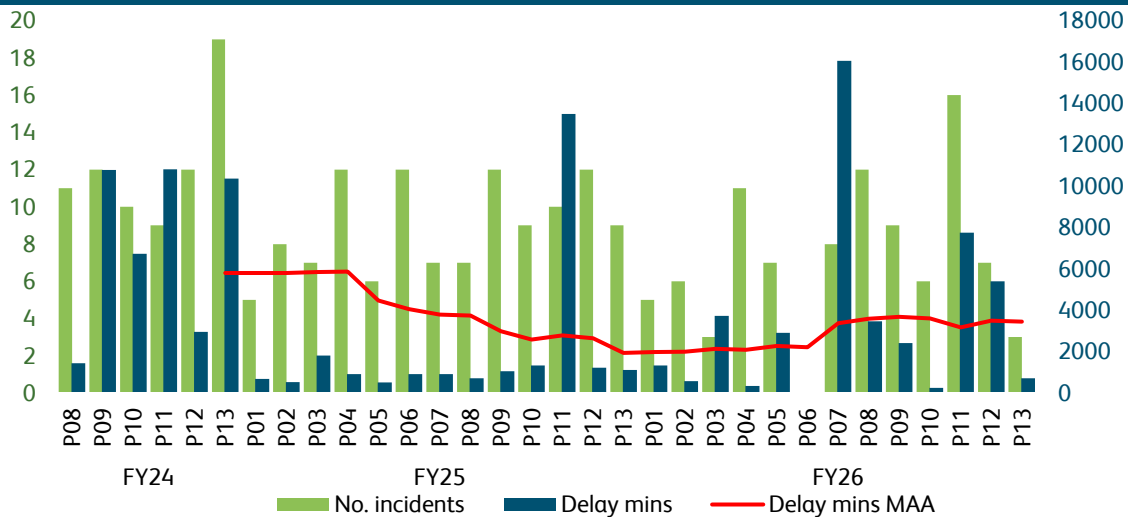
# Benefits Realisation: Fixed Infrastructure

## FI.09 – Hook and Eye inspections

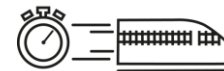
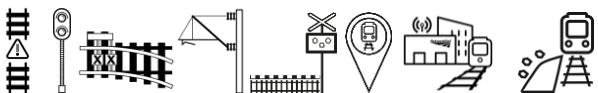
Partial Benefits ORR Rec NR08

- A hook and eye inspection is an assessment on overhead line equipment components to detect any potential defects or issues that could compromise the systems performance or pose safety hazards. This pre-emptive identification of defects aims to prevent catastrophic failures like those experienced in recent years. Our inspections have provided valuable insight for the asset management teams on compliance and whether engineering interventions are required, now factored into the Regional Asset Manager plan for each asset inspected.
- In FY25, Project Brunel delivered 46 of 48 expected inspections and in FY26 we have completed a further 9 of 11 planned inspections. **We have therefore completed our planned inspections and remedial actions as included within the ORR commitment.**
- This year saw a significant improvement route-wide **with an 18-month low of the number of OLE incidents.** There has been a **reduction in incidents route-wide** compared to FY25, however delay minutes have increased by the end of FY26 due to select high-delay incidents which have been reviewed. **The annual average delay minutes is 29% lower compared to FY25.**

OLE/Third Rail (delay code 201) incident count and delay minutes



Managing our Overhead Line Equipment (OLE) is crucial to our performance.





# Benefits Realisation: Operating Plan

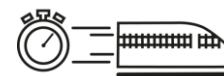
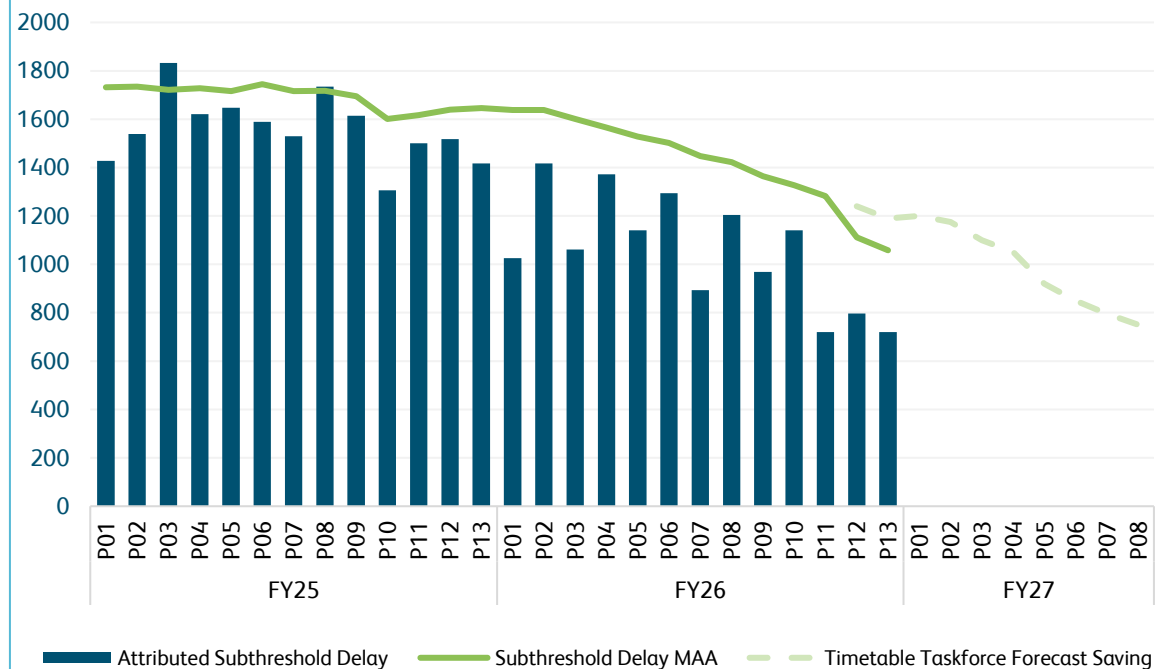
## OP.02 – Wales & Borders Timetable Taskforce

Benefits Achieved

ORR Rec NR09

- The strength of our base operating plan is one of the most influential factors in delivering a high performing region. We previously highlighted challenges such as timetable resilience and timetable congestion, a key contributor to sub-threshold and reactionary delay. Our improvements to the operating plan include:
  - Workstreams within the Wales & Borders Timetable Taskforce (notably Sectional Running Time (SRT) amendments along North Wales and the South Wales commuter belt).
  - Revised shunting operations at Carmarthen.
  - Trials across the ‘High Summer’ season for heavily-loaded services.
  - Closer interrogation of the planning of Short Term Planned (STP) services.
- Punctuality of trains has improved with a **32% reduction in attributed subthreshold delay** comparing FY26 to FY25 along with a steady 16 % reduction in delay MAA from activity commencement.
- Revised SRTs between Swansea and Carmarthen implemented in December 2025 are bringing wide gains for local services. A similar process between Cardiff Central and Maesteg in May 2025 has resulted in greater improvements to our operating plan.
- The upcoming North Wales Coast recast in May 26 is expected to bring changes, which we anticipate to become embedded within two operating periods. It also coincides with seasonal travel patterns in the area, with holiday makers being a historical driver of station overtime.
- A Performance Forum has been launched to manage aspirational services between South West Wales and Bristol. The scope of the forum is to manage working timetable development through performance modelling of aspirations and strategic interventions to directly protect performance and prevent the export of reactionary delay; this completed in time for the December 2026 WTT development period.
- We targeted a 50 % reduction in our sub-threshold delay from May 24 to December 25; this equated to a 5,000 delay minute improvement to our attributed sub-threshold delay in the December 25 timetable. We are currently seeing a delay minute benefit of 8191 with the final benefit to be realised following the implementation of the May 26 timetable change.

Attributed Subthreshold Delay across Wales & Borders





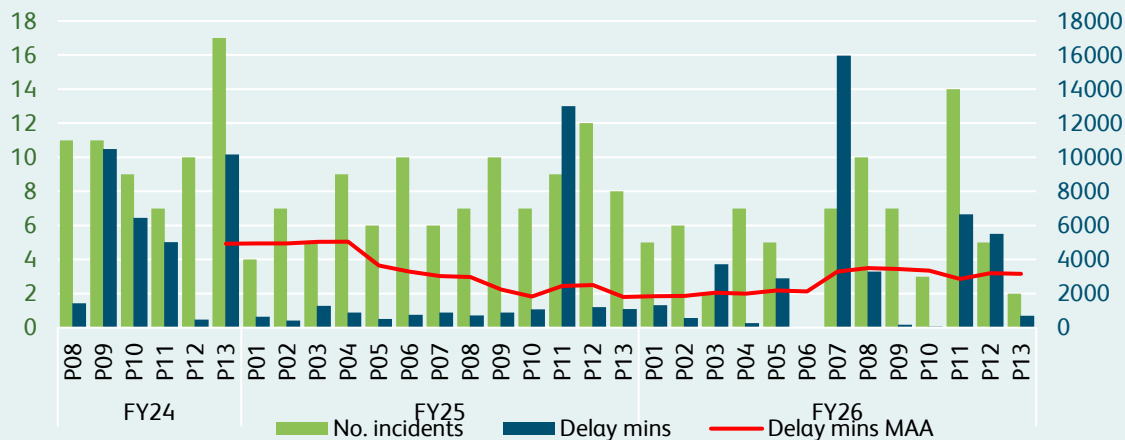
# Benefits Realisation: Recovery

## RE.01 – Single control demesh facility

Partial Benefits ORR Rec NR07

- Faults on the overhead line system trip the network, and for complex faults, manual intervention is required before starting to manually restore supplies. This can take up to twenty minutes per event. We are increasing our ability to recover faster after fault-based tripping (not emergencies), reducing reset time to approximately 1 minute from over 10 minutes using the existing system.
- A system to simplify reset activities was developed, tested and commissioned earlier than the deadline, and completed successful commissioning testing between Paddington and Maidenhead. Improvements have been made on manual switching since the introduction of the system between Paddington and Maidenhead before the end of FY25 and its use by Electrical Control Officers.
- This year saw a significant improvement route-wide **with an 18-month low of the number of OLE incidents**. There has been a **reduction in incidents route-wide** compared to FY25, however delay minutes have increased by the end of FY26 due to select high-delay incidents which have been reviewed. **The annual average delay minutes is 29% lower compared to FY25.**
- With initial success, we will extend the use of the system to all other feeder sections to maximise benefits to entire electrified network in both routes.

OLE/Third Rail - East DU (delay code 201) incident count and delay minutes

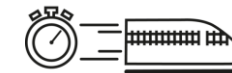
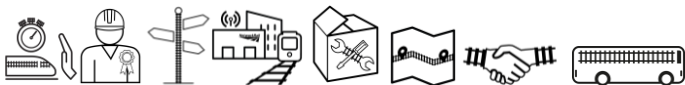
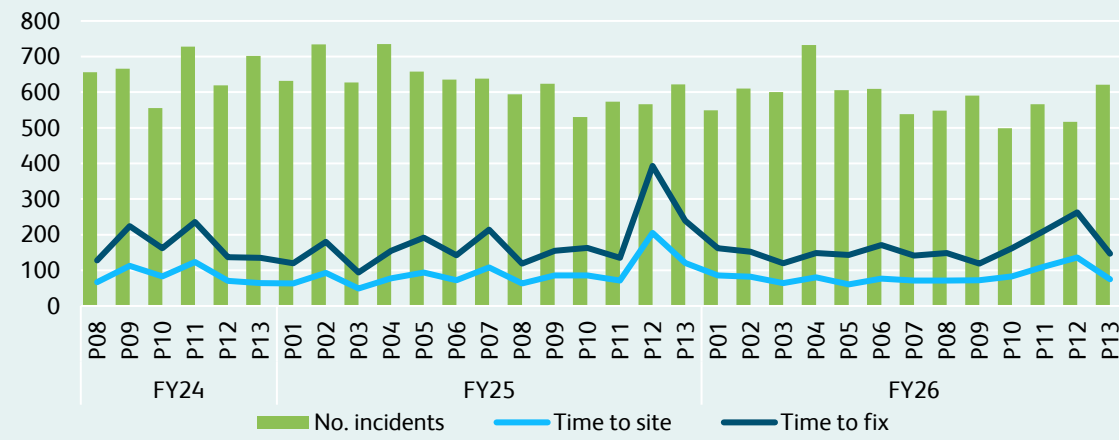


## RE.05 – RAPPOR implementation

Benefits Achieved ORR Rec NR01

- In the aftermath of serious incidents, there have been occurrences of staff being dispatched miles away from the required location. This can delay the time it takes to resume normal service and contributes to the safety risk as response teams will be on the operational railway for longer. RAPPOR provides a GPS location of trains giving us more specific details of where trains are having issues. This tool also allows us to pinpoint stranded trains quicker and enhances our ability to recover from such incidents.
- RAPPOR has contributed to improved response times with a **10% reduction in average** time to site and a **9% reduction in average time to fix** compared to FY25, following a similar improvement in F724 making a cumulative improvement of 18% improvement in time to site and 19% improvement in time to fix. Pinpointing train, incident and access point locations has also improved incident management and assisted both Mobile Operations and Maintenance fault teams. Decreased time on track continues to support worker safety, and use of the system has led to better coordination with emergency services.
- Our new joint control usage of RAPPOR has trialled the intended replacement for this system IITP in beta for some time, with more functionality gradually added in updates. RAPPOR has also now been extended again as replacement software is not ready to fully replace RAPPOR.

Incident Arrivals and Durations (HILDA)





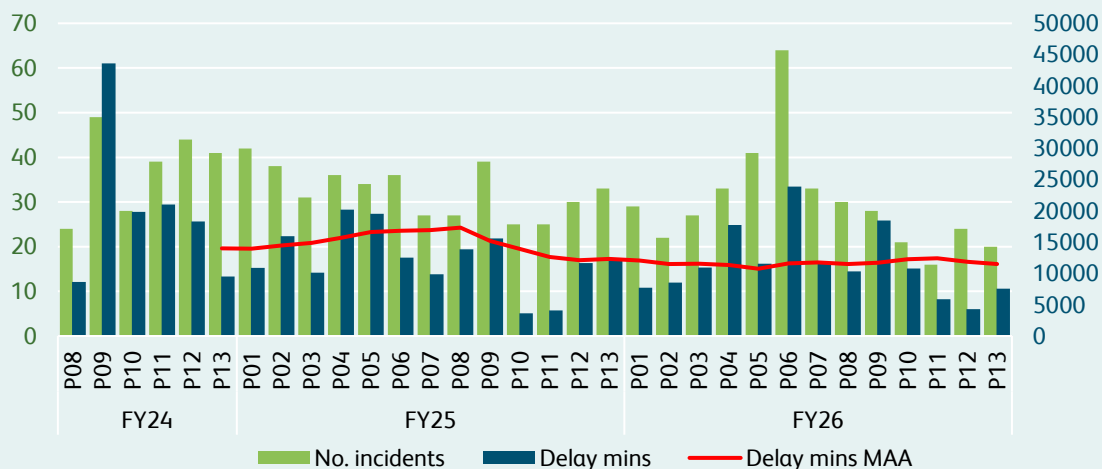
## Benefits Realisation: Recovery

### RE.08 – Track quality reporting form

Benefits Achieved ORR Rec NR07

- ‘Rough ride’ reports from drivers invariably cause delays to our network with almost all leading to a line closure. The reporting of rough rides will provide an early indication of where repairs ought to be focused, preventing infrastructure faults and reducing delays.
- We have continued our innovative approach to recognising track quality degradation before service affecting failures, following on from the success of our Track Quality Reporting App used on Devon & Cornwall local railways. The app has been developed further to include additional options to report vegetation issues and GWR have included the Track Quality Reporting App in their Every Second Counts communications materials. Briefings on the app and local engineer reporting outcomes have enabled integration into Gloucester and Somerset local railways (with over 300 reports actioned).
- Significantly better track and broken rail outcomes were realised with **8% fewer incidents** and **7% fewer delay minutes** than FY25. Within this we saw improvements with 59% fewer summer critical rail temperature incidents and 39% fewer delay minutes year-on-year, though Soil Moisture Deficit issues did linger into Autumn. We have high expectations for further delay improvement going into next year.

Track (delay code 104B) incident count and delay minutes



**every second counts**  
in action

use your voice

**Track quality app**  
New QR code (July 2025)

We've updated the app to provide:

- An updated look and feel with improved functionality
- Greater flexibility to give access to others
- Increased data gathering and filtering functionality

Scan the QR code to access the new and improved app now



Our Track Quality Reporting App successfully delivered for use on Devon & Cornwall local railways. Our app, hosted online, allows fault details to be added as well as engineer responses.

