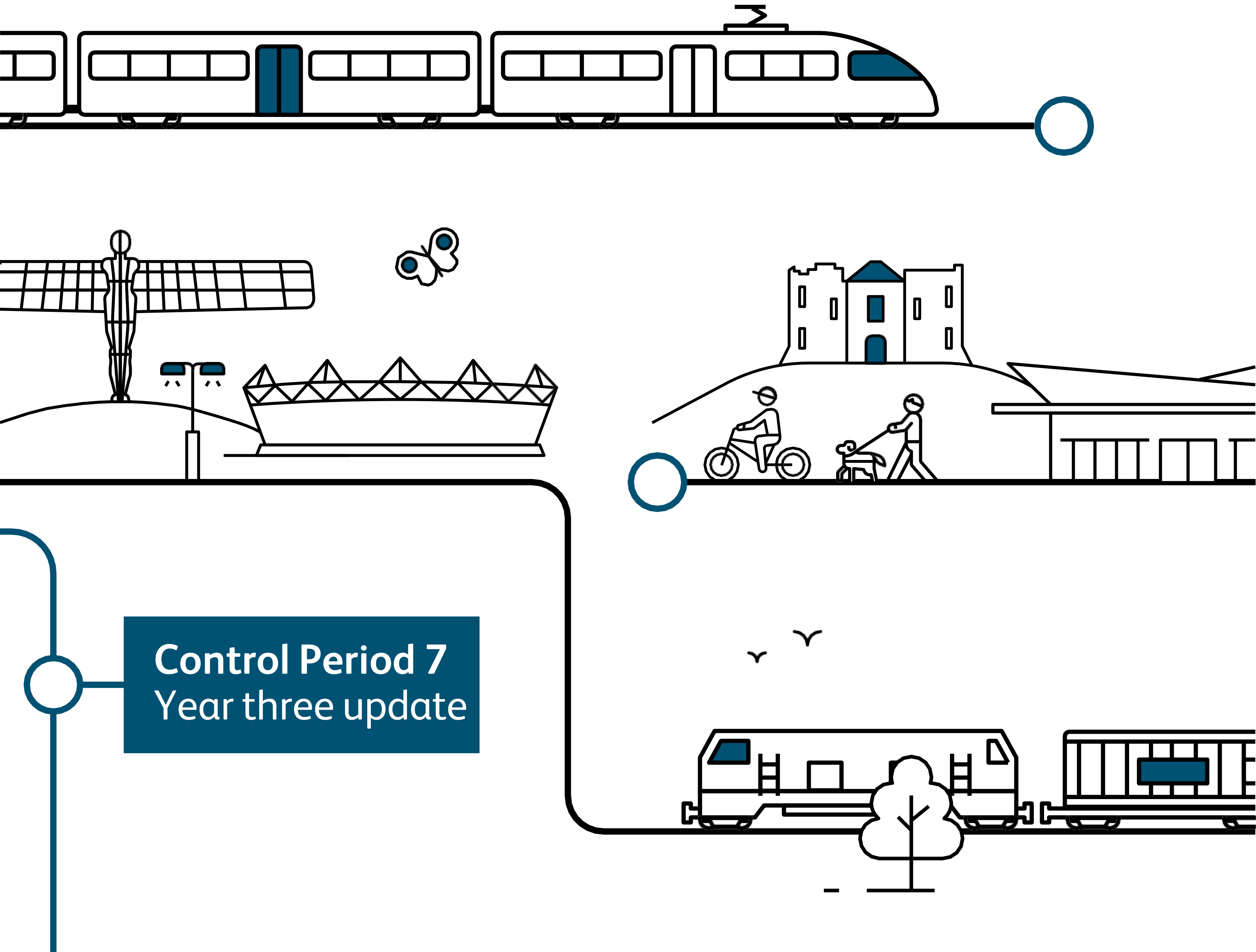
Eastern Region

Our delivery plan for Eastern



Control Period 7
Year three update

Foreword

In our Control Period 7 (CP7) Delivery Plan, we set out ambitious plans and targets to deliver a customer-centric, future-ready railway across Eastern. As we approach the end of Year 2, we have continued to refine plans to ensure we maximise the value delivered within our funding for operating, maintaining and renewing railway infrastructure with Eastern.

Our purpose remains clear: a safe, reliable, high-performing railway that supports passengers, freight customers and the communities we serve.

Safety is our highest priority, and our focus remains on strengthening the safety of our workforce, maturing our organisational safety culture, and reducing risk to passengers and the public. Everyone should be able to come to work and return home safely at the end of the day. Tragically, that did not happen on Sunday 15 March 2026, when a colleague lost their life after being struck by a train. This was a devastating event and the impact was felt deeply across the region. In response, we have renewed our commitment to learning from this loss and preventing anything similar from happening again. A dedicated safety taskforce has been established, focused on making safety more proactive, visible and risk-led. This includes eliminating routine exposure to risk, accelerating the use of technology and engineering solutions, and strengthening frontline safety capability and supervision.

The March 2024 CP7 Delivery Plan committed us to targeted maintenance and renewals to strengthen the resilience of an increasingly aging asset base while responding to the growing impacts of climate change. Despite these pressures, our network has continued to perform well through Year 2.

A major milestone this year was the successful delivery of the December 2025 timetable change on the East Coast Main Line. This represents the largest uplift in over a decade, introducing more services, faster journeys and delivering 60,000 additional seats each week for our passengers. This achievement reflects years of collaboration across the industry and will shape customer benefits throughout the remainder of CP7.

However, since the publication of our Delivery Plan, wider system challenges have meant train performance has not consistently met the standards passengers and freight users expect and deserve. We are now working more closely than ever with train operators to deliver targeted improvement plans, aligning efforts across the whole industry. We are confident that this integrated approach will deliver a meaningful recovery in performance.

Within a constrained financial environment and in response to performance pressures and asset condition we have made difficult choices about where and how to prioritise investment. This has included reassessing workbanks to ensure funding is directed where it delivers the greatest benefit. Despite these challenges, we are on track to outperform our efficiency targets, demonstrating strong value for money. Through our Eastern Routes Partnership, we are driving greater productivity, deeper collaboration, and better value from our supply chain and industry partners.

Looking ahead to the remainder of CP7, we remain agile and ready to respond to the challenges and opportunities ahead. We will continue to invest in improvements that matter most to customers—including digital signalling through the European Train Control System (ETCS) on the East Coast Main Line, the Cambridge re-signalling programme, and major interventions at Liverpool Street station. These investments will improve performance, increase capacity, enhance safety and deliver long-lasting benefits.

As the industry transitions to Great British Railways, we are committed to playing our full part. Our devolved structure and close relationships with operators mean we are well-placed to support a more integrated track and train system, delivering a safe, efficient and high-quality service for passengers and freight users across Eastern.

Ellie Burrows
Managing director

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Our 2024 to 2029 plan on a page

Our March 2024 CP7 Delivery Plan followed almost three years of detailed planning and analysis, throughout which we engaged with our industry stakeholders to understand their priorities and reflect these in our plan. We're almost at the end of Year 2 of CP7 and have continued to update and refine our plan to address emerging risks, focusing our investment to maximise the value we can deliver within our funding.

Our settlement for CP7 is £9.6bn to operate, maintain and renew the railway in Eastern region. With this funding, we aim to deliver the following outcomes:

Safety

We'll continue to develop a safety risk assessment framework that enables us to understand asset and safety risks, and identifies mitigations. We will continue to embed assurance processes that assess changes, with a means to systematically apply this to planning for the next control period.

Train service delivery

We'll deliver targeted initiatives to maximise performance for passengers and freight. After a decline in punctuality and cancellations in CP7 Year 1, we focused on stabilising and improving performance in Year 2 and will continue this recovery into Year 3.

Customers & communities

We'll deliver excellent customer service that provides key information to passengers and our lineside neighbours that is timely, accurate and clear. In Year 2 we improved our Passenger Satisfaction and complaints performance and aim to sustain this over CP7.

Efficiency

We'll deliver an ambitious efficiency programme that delivers more value from every pound spent, achieving 10 % Opex and 15 % Capex savings by the end of CP7. In Years 1 and 2 we exceeded our target and delivered £272m of efficiencies. We continue building on this with a further £189m in Year 3 to support the delivery of our £990m CP7 target.

Sustainable growth

We'll support the delivery of environmental sustainability targets, reducing carbon emissions by a further 21 % from the end of CP6 and deliver biodiversity net gain by the end of CP7. We've significantly reduced our diesel consumption in Year 1-2, supporting the delivery of our carbon targets.

People

We'll create a highly skilled and diverse workforce, with our people empowered to do their best work to deliver for our passengers, improving employee engagement across CP7.

CP7 key investments and areas of focus

Our planned £9.6bn CP7 expenditure has been updated to reflect pressures relating to train performance and asset age. We've increased our funding for the unplanned disruption compensation mechanism, Schedule 8, in years 1 and 2, and have made risk-assessed changes to our renewals workbank, mitigating any impact the small reduction in volumes might have on train performance over the remainder of CP7.

- We'll renew and repair 1,107km of track and 988 switches and crossings (c. £1.2bn) to keep communities connected now and in the future.
- Spending c. £198m to make our stations safer, accessible and welcoming places for our customers.
- Investing c. £236m to deliver digital signalling to transform the railway for passengers, businesses and freight users by increasing capacity, reducing delays, enhancing safety and driving down costs.
- Generating over £350m in revenue from innovative property solutions, including digital advertising, investing in freight, and delivering a better retail experience to customers in and around our stations.
- Becoming a greener organisation, transforming our road fleet with the introduction of zero emission vehicles.
- Spending c. £330m to increase network resilience to weather events through improved intelligence of vulnerable sites, risk- based drainage and vegetation management.
- Investing c. £261m in our overhead lines to deliver more robust services for customers and reduce safety risks from dewirements.
- Saving c. £990m, an equivalent of c. £94,000 per employee, as we become even more efficient as a business and an industry.
- Leading the industry through strategic workforce planning.

Introduction to this document

Purpose and background

In March 2024, we published our CP7 Delivery Plan (DP24) which set out our planned activities, outputs and expenditure for operating, maintaining and renewing the mainline railway infrastructure within Eastern between 1 April 2024 and 31 March 2029.

This document provides an update on our progress in delivering our CP7 Delivery Plan and provides an overview of our updated plan for years 3-5 of CP7, clearly identifying any key changes compared to our March 2024 delivery plan.

Financial values expressed in this document are in cash prices (using the Office for Budget Responsibility's (OBR) November 2025 inflation forecast), unless otherwise stated.

Who we are

Eastern is the largest region in the network, stretching from the Scottish borders along the East Coast of England. It covers the North East, Yorkshire, Lincolnshire, the East Midlands, East Anglia and significant parts of Greater London.

15 train operators operate 6,000 passenger services along our 6,042 miles of track every day, connecting millions of people across cities, coast and country. We operate some of the busiest and most congested lines and stations across the network. We support the economy by providing connectivity to leisure, work and social activities to more than a third of the population.

Central to the UK rail freight network, we move more than one million tonnes of freight every week. We serve 13 freight ports, including the UK's busiest container port at Felixstowe.

Our region is devolved into four routes: Anglia, East Coast, East Midlands, and North & East – to enable planning and operational decisions to be made as close to our customers as possible. This allows those closest to customers and passengers to plan and deliver the improvements to the railway. This organisational model also allows the region to support assurance of these key route activities and to look ahead to the remaining four years of the funding cycle (Control Period) and beyond.

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

Figure 1:

Eastern region and routes

How we've updated our plan

Our updated CP7 plans were developed amidst significant industry and economic uncertainty. While our Delivery Plan update reflects our best and latest view of activities for the remainder of CP7, we anticipate evolving these plans as we respond to risks and uncertainties over the next three years.

Since the publication of our DP24, train performance has not met the levels expected, which impacts our financial position via increased Schedule 8 payments to train operators. Plus, external factors such as higher inflation and the increase in employers' National Insurance (NI) contributions has significantly increased our financial pressure.

To offset this and remain within our funding envelope, tough decisions have been made that reassess, prioritise and update our workbanks. A notable change is we have decided to defer the Doncaster Recontrol project to early CP8 for alignment with plans to re-signal the Doncaster area. As a result, we've included additional life extension work in CP7. In addition to reassessing our workbanks, we're enhancing our efficiencies programme to ensure we demonstrate value for money and maximise our outcomes.

2025 Spending Review

We continue to face wider financial pressures, including inflation, Schedule 8 costs and a stretch to our plan through the 2025 Spending Review (of £165m at an England & Wales level). This has meant we have had to make some tough choices in our plan for years 3-5 of CP7.

Stakeholder engagement

Our CP7 plan is informed by extensive stakeholder engagement, ensuring it reflects wider industry needs. We have consulted stakeholders via established route forums, such as partnership boards, to address their needs and expectations. This allowed us to share and agree on proposed changes to workbanks, including re-prioritisation or rephasing. Notably, the North & East route has partnered with the North-West route to collaborate with Northern and TransPennine Express, ensuring aligned plans across northern England.

In the East Midlands, we've established a strong collaborative relationship with East Midlands Railway, exploring early opportunities for performance improvements and efficiencies in advance of industry reform. Initiatives like 'Speed Up Sunday' have improved our access footprint on the Midland Main Line, enhancing journey times and generating industry efficiencies.

As the industry transitions to GBR, we remain committed to collaborating closely with our industry partners to deliver a safe, efficient, and high-quality railway service for both passengers and freight users.

On East Coast, we've ensured collaborative relationships and working practices with LNER and all train operators on the route. This was demonstrated by the successful launch of the biggest timetable change on East Coast in more than a decade in December 2025, which was only possible by taking a one industry approach. This in-turn has helped improve the service passengers receive and progressed our GBR readiness.

Governance

We adhere to a stringent governance and assurance framework when updating our Delivery Plans, aligned with Network Rail's three-stage assurance process.

- First-Line Assurance: Conducted within business units to ensure activities are executed as planned and risks managed. Examples of these include our rolling forecast (RF) process and our Business Planning Assurance Board.
- Second-Line Assurance: Provides functional oversight to design effective controls, compliance checks, and improvements.
- Third-Line Assurance: Involves independent evaluations, including internal audits into areas such as efficiencies and possession planning activities.

Changes to route plans are agreed upon through our RF process. Any changes to our regulatory outcomes follow an internal change control process and the Office of Rail and Road's (ORR) managing change procedure. Changes to our plan are communicated effectively with stakeholders to ensure transparency and alignment with their expectations. This structured approach ensures our plans remain robust and responsive to evolving needs and priorities.

Our vision and strategy

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

Our vision: simpler, better, greener

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

Better. We'll continue putting passengers first and shifting more goods by rail, encourage local accountability and be more commercially minded. We'll create a new type of rail leader, invest in the skills and safety of our colleagues, help rebuild the railway with our partners and play our part in rail reform.

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

Our national strategic themes

We have six national strategic themes that underpin our vision, with our plans for CP7 aligned to each theme. Our devolved structure means that regions and functions can adapt their strategies to their unique circumstances and local stakeholder priorities, while contributing to the network-wide objectives.

Safety	Everyone home safe, every day.
Train service delivery	Delivering reliable and punctual train services.
Customers & communities	Dependable partner with customer service at the heart of everything we do.
Efficiency	Run a safe, reliable and efficient railway.
Sustainable growth	To serve the nation with the cleanest, greenest mass transport.
People	Become a high performing, service led organisation.

With a challenging financial environment, an ageing asset base, and growing impacts of climate change, our funding for CP7 needs to go even further than previous control periods. Reflecting this, we have had to make tough decisions and trade-offs to optimise our funding, building from market-led principles to deliver for customers and the communities we serve, for the next four years and beyond.

We'll need to remain agile to respond to the challenges and opportunities ahead of us over the Control Period. This includes exploiting opportunities arising through industry reform and closer track and train integration across our routes through transition to GBR to deliver a safe, efficient, and high-quality railway service for both passengers and freight users.

As a devolved business, accountability for the successful delivery of our plans lies with our four routes, Eastern Routes Capital Programmes (formerly Capital Delivery) and support functions. The following sections of our Delivery Plan provide a high-level overview of what we plan to deliver throughout the remainder of CP7 across each of Network Rail's strategic themes.

Safety

Our ambition

We aim to make it inevitable that everyone goes home safe every day. We're committed to highest standards in safety for our passengers, the public we interact with and our workforce. We continue to drive improved performance and learn from our safety incidents.

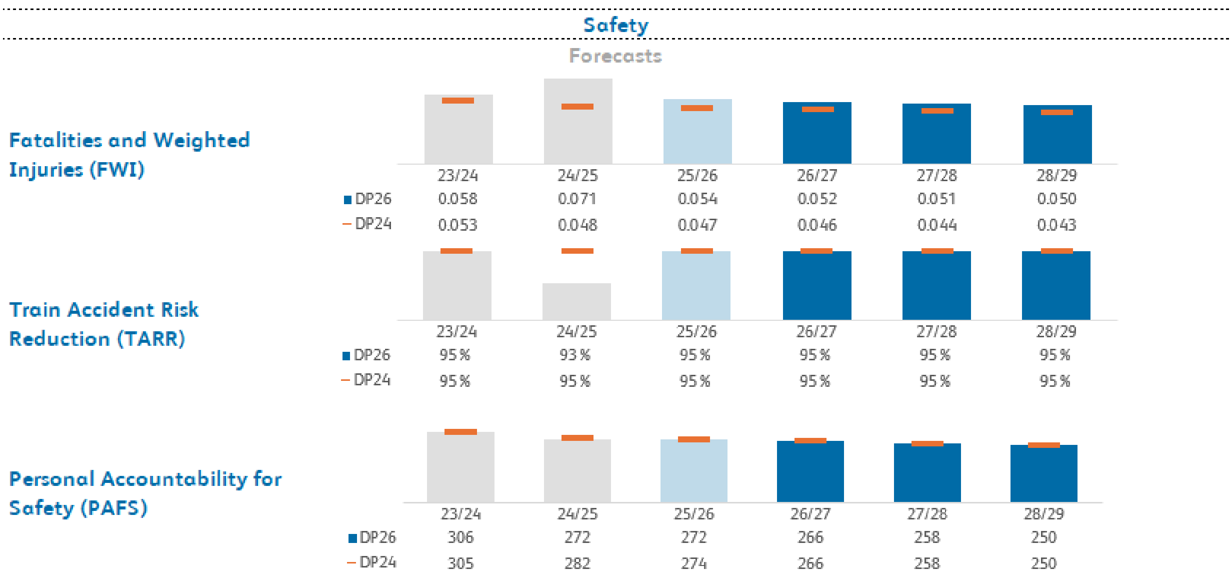
Our key 2024-2029 safety objectives and forecasts

Our safety objectives remain as set out in our DP24 and our improvement activities align to:

- Continue to make improvements that reduce safety risks to passengers and public
- Improving the safety of our workforce and health and safety statutory compliance
- Maturing our safety capability and culture across the organisation

We've continued to work with our Technical Authority to develop a safety risk assessment framework that enables us to more thoroughly and consistently understand the details of the asset and safety risks that we're likely to experience, resulting from lower than planned levels of renewals, and identifies mitigations. Over the past year, we've further embedded the safety risk assessments for all assets (except telecoms) into national and regional assurance processes and have used these to assess changes to our asset management plans throughout the year. We are developing the means to systematically apply this to planning for the next control period.

Figure 2: CP7 safety outcome forecasts (DP26 vs DP24)[1, 2]



Note: Grey columns are confirmed outturn for past years. Lighter coloured columns are forecasts for the current year.

[1]Our Fatalities and Weighted Injuries (FWI) targets have been rephased following a restated 2023/24 outturn.
[2]Safety outcomes have not yet been adjusted to reflect the TRU transfer to Eastern which will be managed via the ORR's managing change
[3]FY26 Fatalities and Weighted Injuries (FWI) forecast excludes the impact of the East Midlands Fatality

Key initiatives

- Workforce safety initiatives include enhancing leadership capability to foster a strong safety culture, making safety more proactive, visible and risk-led, eliminating routine exposure to risk, implementing advanced trackworker safety protocols and technologies and engineering solutions, managing occupational health risks and promoting well-being. We're reducing common cause events and upgrading workplaces and equipment to create a safer and healthier work environment.

- Improving public and passenger safety through targeted milestones, including addressing asset risks associated with train accidents, level crossings and railway operations. This includes level crossing upgrades, staff competence and training, strengthened fire safety measures, and strategies to reduce trespass and vandalism while supporting vulnerable individuals.

- Enhancing safety assurance processes, including refining self-assurance practices, introducing verification of assurance activities, and monitoring corrective actions to ensure effective issue resolution and maintain our high safety standards.

Train service delivery

Our ambition

Our ambition is to deliver good performance and reduce the impact of infrastructure failures across our network, which is a top priority for our operators and key stakeholders. We aim to deliver a reliable train service, with the highest possible performance levels for passengers and freight users.

Our key 2024-2029 train service delivery objectives and forecasts

Train performance has declined in 2025/26, not yet meeting the expectations set in our DP24. We're committed to stabilising and recovering performance to a level that our passengers and freight users expect. Our objectives are aligned to the Whole System Performance Model (Figure 3), to deliver against our outcome commitments (Figure 4). Our objectives are:

- Reduce the impact of fatalities, trespass and vandalism, and improve weather resilience plans.
- Effective asset management to minimise Service Affecting Failures (SAFs).
- Support train operators' management of rolling stock and introduction of new traction rolling stock to improve service reliability.
- Effective competence management and correct staffing to improve workforce capability.
- Improve robustness of the operating plan to deliver an operationally viable timetable.
- Improve response times and service management during incidents,
- Enable freight and economic growth by delivering market-led, short notice changes to traffic flows by working proactively with industry partners.

Whole System Performance model

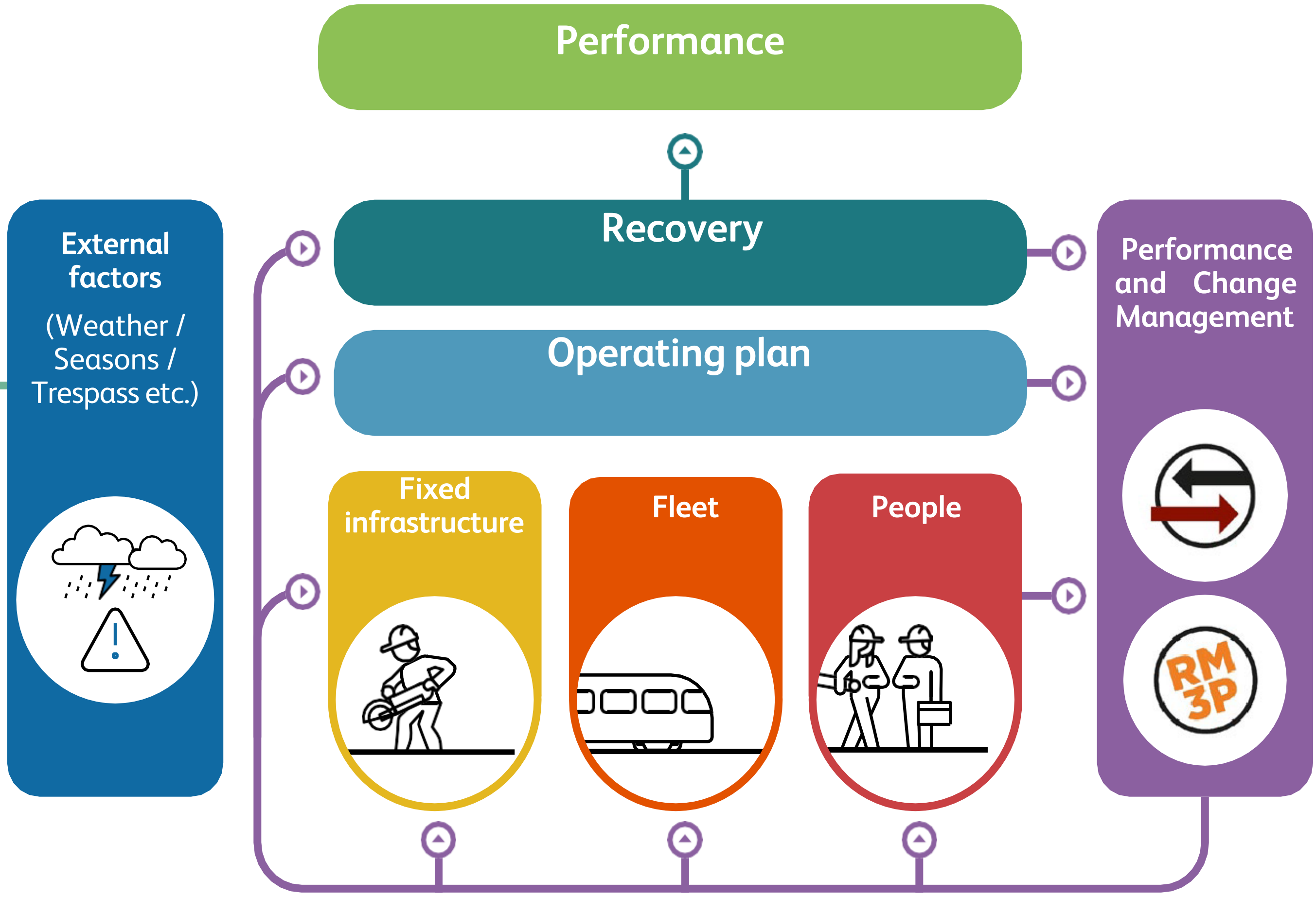


Figure 3: Whole System Performance model

Despite a decline in punctuality and cancellation performance, SAF and the Composite Reliability Index (CRI) continue to perform well at a regional level against our DP24 plans. However, asset-related delay minutes have increased over the past year, driven by a rise in delay per incident.

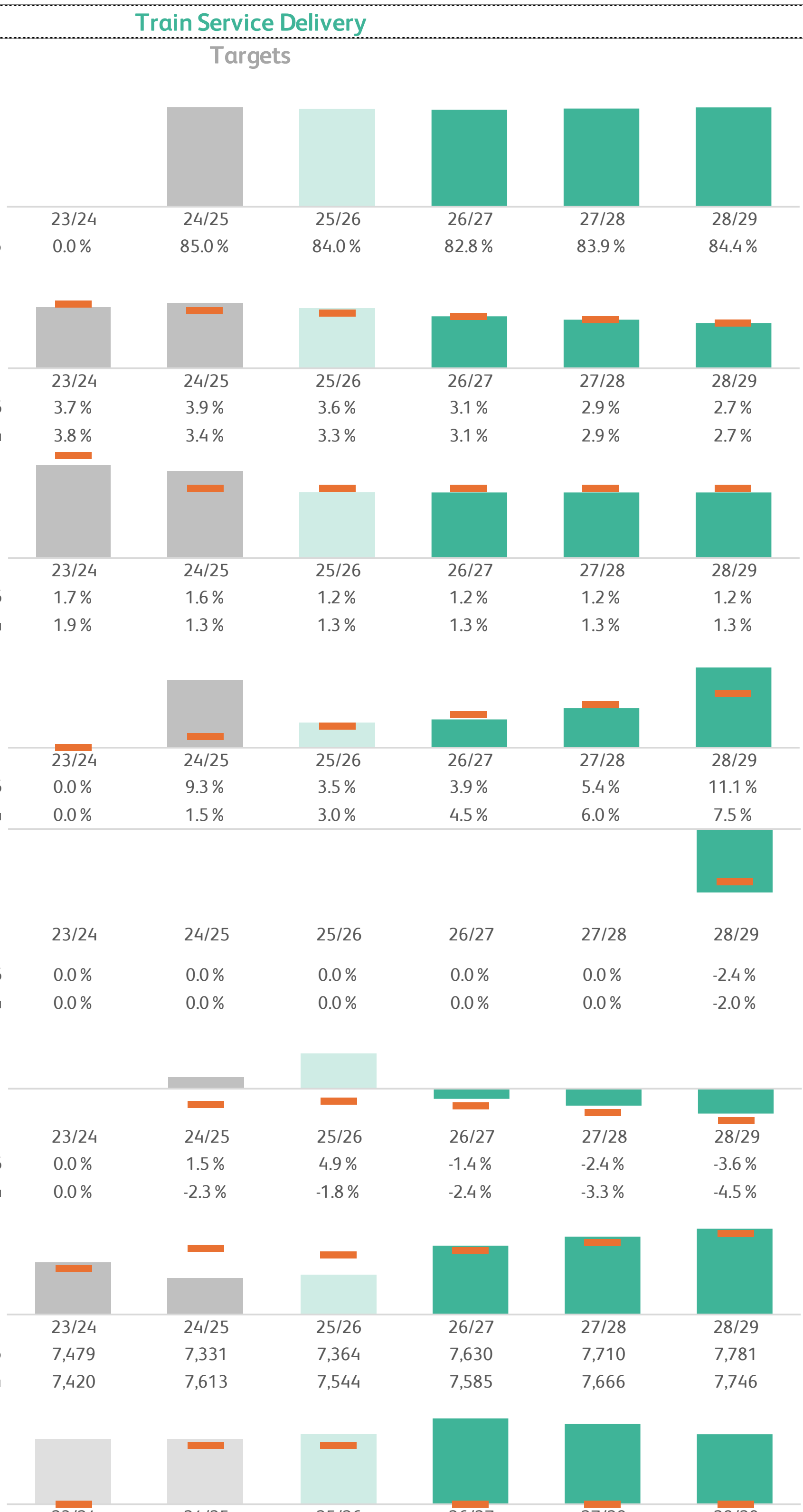
By assessing the key contributing factors of Eastern's current train service performance, we've developed an evidence-based regional performance improvement plan that targets the areas of our network which will have the biggest impact, delivering improvements that offer value for money.

We've reset our punctuality and cancellations trajectories and reassessed our CP7 forecasts in agreement with ORR, ensuring they reflect our improvement plan initiatives, timescales, and the known future challenges to industry performance.

We have also developed joint performance improvement plans with train and freight operating companies, taking a whole system approach to performance in readiness for industry reform.

Freight growth in 2025/26 performed strongly and our CP7 forecasts improved reflecting intermodal, biomass and construction growth.

Figure 4: Train Service Delivery Outcomes (DP26 vs DP24)



Time to 3 **

	23/24	24/25	25/26	26/27	27/28	28/29
DP26	0.0 %	85.0 %	84.0 %	82.8 %	83.9 %	84.4 %

Passenger Cancellations

	23/24	24/25	25/26	26/27	27/28	28/29
DP26	3.7 %	3.9 %	3.6 %	3.1 %	2.9 %	2.7 %
DP24	3.8 %	3.4 %	3.3 %	3.1 %	2.9 %	2.7 %

Freight Cancellations

	23/24	24/25	25/26	26/27	27/28	28/29
DP26	1.7 %	1.6 %	1.2 %	1.2 %	1.2 %	1.2 %
DP24	1.9 %	1.3 %	1.3 %	1.3 %	1.3 %	1.3 %

Freight Growth (net tonne kilometres) ***

	23/24	24/25	25/26	26/27	27/28	28/29
DP26	0.0 %	9.3 %	3.5 %	3.9 %	5.4 %	11.1 %
DP24	0.0 %	1.5 %	3.0 %	4.5 %	6.0 %	7.5 %

Composite Sustainability Index (CSI) (CP7 change % pts)

	23/24	24/25	25/26	26/27	27/28	28/29
DP26	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	-2.4 %
DP24	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	-2.0 %

Composite Reliability Index (CRI)

	23/24	24/25	25/26	26/27	27/28	28/29
DP26	0.0 %	1.5 %	4.9 %	-1.4 %	-2.4 %	-3.6 %
DP24	0.0 %	-2.3 %	-1.8 %	-2.4 %	-3.3 %	-4.5 %

Service Affecting Failures (SAFs)

	23/24	24/25	25/26	26/27	27/28	28/29
DP26	7,479	7,331	7,364	7,630	7,710	7,781
DP24	7,420	7,613	7,544	7,585	7,666	7,746

Passenger Only Delay Minutes per 1000 Miles Train Travel (Network Rail contribution)

	23/24	24/25	25/26	26/27	27/28	28/29
DP26	28.20	28.4	30.2	36.9	34.5	30.2
DP24	-	25.1	25.1	0.00	0.00	0.00

Note: Grey columns are confirmed outturn for past years. CSI and CRI targets are set against a CP6 baseline. Lighter coloured columns are forecasts for the current year.

* Performance on Network Rail Network only

** Time to 3 figures reflective of performance targets set as a part of the 2+3 train performance reset

*** The above visuals indicate our latest forecast for Freight Growth in CP7, but we are not seeking to alter our original Freight Growth target as published in CP7 Final determination at this stage. The forecast will be reviewed again during Year 3 to determine if the target needs to be revised.

Key initiatives

Our improvement plan focuses on 5 strategic themes with clear line of sight to our CP7 Delivery Plan objectives.

Figure 5: Alignment of CP7 objectives and strategic themes

	Eastern Region performance improvement plan				
CP7 Delivery Plan objectives	Strategic asset resilience	Mitigating external factors	Improved operating and service recovery plans	Preparation for output change	Performance improvement capability
Reduce the impact of fatalities, trespass and vandalism, and improve weather resilience plans.		●			
Effective asset management to minimise service affecting failures.	●				
Support train operators' management of rolling stock and introduction of new traction rolling stock.			●	●	
Effective competence management and correct staffing to improve workforce capability.	●	●	●		●
Improving robustness of the operating plan to deliver an operationally viable timeline.			●	●	
Improved response times and service management during incidents.				●	

Key focus areas

- Investment in the prevention of asset failure to strengthen our capability to respond effectively when issues occur. This will be targeted at asset types and locations with the greatest impact on performance. Our aim is to reduce delay minutes and minimise the effect on punctuality and cancellations.
- Improve operational plans and approaches to service recovery, with focus on areas that make significant contribution to overall performance—such as the North London Line. Working collaboratively with operators and stakeholders, we aim to deliver an integrated improvement plan to optimise performance.
- Through the 21st Century Maintenance programme, we will establish a 'model delivery unit' designed to showcase exemplary maintenance practices supported by innovative working methods and modern technologies.
- Utilise advanced technology and data insights to support decision making and deliver risk-based renewals, improving the resilience of assets to adverse weather. This includes targeted drainage improvements at high-risk sites.
- Delivery of programme aimed at reducing trespass, fatalities and vandalism, prioritising resources at known hotspot locations. This includes modifications to station environments to reduce opportunities for trespass from platforms.
- Support freight sector growth by adapting the route to Sizewell in preparation for construction traffic associated with the new power station. In addition, we aim to enhance and maintain the capability of regional structures to carry the heaviest freight trains.

Customers & communities

Our ambition

To deliver excellent customer service that provides key information to passengers and our lineside neighbours that is timely, accurate and clear. This will enable them to be better informed about our impact, and their choices.

Our key 2024-2029 customers & communities objectives and forecasts

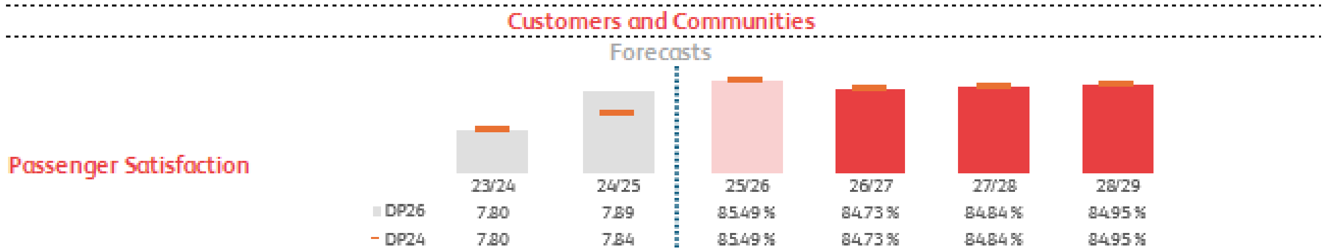
We'll continue our work to become an excellent customer service organisation, by focusing on:

- Providing accurate and timely customer information.
- Delivering an accessible and inclusive railway.
- Providing great stations.
- Being a great neighbour to lineside communities through timely notification of any disruptive work in their local area.
- Utilising customer insights to embed customer-led thinking into our daily working practices.

The Rail Customer Experience Survey (RCXS) is a new industry-wide survey giving a single, consistent view of rail customer experience. It replaces Wavelength and other legacy surveys, creating a shared evidence base for Network Rail, train operators, and the wider industry. RCXS measures overall satisfaction, value for money, advocacy, and key stages of the customer journey through continuous on-train surveying, providing robust insight for local action and national benchmarking.

Building on Wavelength, RCXS offers broader coverage, more frequent surveying, a consistent method, and richer insights. Faster results, improved comparability, and shared dashboards will give Network Rail and operators clearer, more actionable information.

Figure 6: CP7 customers & communities outcome forecasts (DP26 vs DP24)



Note: Grey columns are confirmed outturn for past years. Lighter coloured columns are forecasts for the current year. The survey to assess passenger satisfaction has changed from wavelength to RCXS and this has been reflected in the forecasts for years 2-5 of the control period.

Key Initiatives

- We are strengthening customer service while improving organisational efficiency. By empowering local decision-making and collaborating with industry partners, we ensure operational decisions are well understood. This partnership approach also supports joint initiatives, such as coordinating station works to minimise disruption and enhance the passenger experience.
- We've moved from letter-based communication to digital notifications for lineside neighbours. Email updates enable faster engagement, earlier and more accurate work notifications, tracking of open rates, and significant cost savings. This modern approach also supports a more sustainable, responsive, and data-driven communication model.

Efficiency

Our ambition

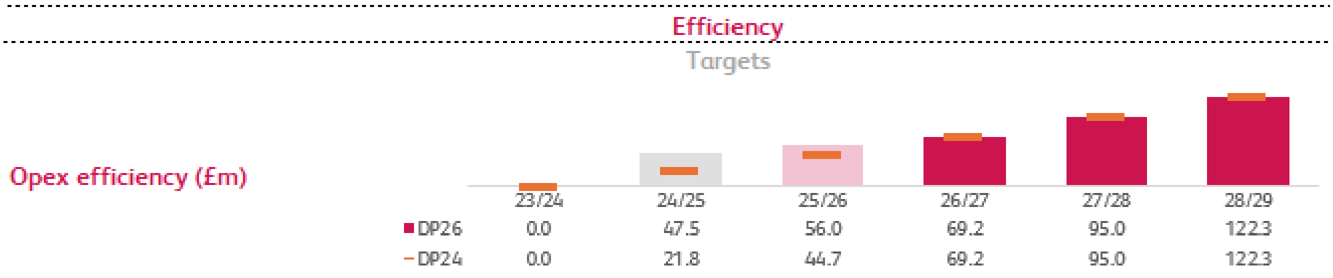
We’re committed to become a highly efficient and financially dependable business that delivers more for every pound spent and realises savings across our industry.

Our key 2024-2029 efficiency objectives and forecasts

- Our objective is to deliver our ambitious targets of 15 % efficiencies on our asset renewals, and 10 % efficiencies on our operational expenditure by the end of CP7 Year 5. This equates to £990m of direct efficiencies over CP7; a £176m increase from DP24, to reflect savings made through better utilisation of materials within our renewals portfolio.

Building on a strong foundation of delivery, we surpassed our Year 1 efficiency target by achieving £119m in savings, comprising £48m in Opex and £71m in Capex. This momentum has continued into Year 2, where we have delivered a further £153m of efficiencies. Looking ahead, we remain firmly on track to accelerate this trajectory, with an ambition to secure an additional £189m in Year 3, demonstrating our sustained focus on disciplined cost management and continuous improvement.

Figure 7: CP7 efficiency outcome forecasts (DP26 vs DP24)



Opex efficiency (£m)	23/24	24/25	25/26	26/27	27/28	28/29
DP26	0.0	47.5	56.0	69.2	95.0	122.3
DP24	0.0	21.8	44.7	69.2	95.0	122.3

Capex efficiency (£m)	23/24	24/25	25/26	26/27	27/28	28/29
DP26	0.0	71.4	96.8	119.5	144.4	167.9
DP24	0.0	22.3	71.2	98.1	123.1	146.5

Note: These targets are from a CP6 exit baseline. Lighter coloured columns are forecasts for the current year.

Key initiatives

- Our recently delivered ERP framework is critical to our CP7 procurement strategy. This framework will realise benefits across our renewals by driving collaboration, productivity, and greater value from the supply chain.
- Continued rollout of SPEED, PACE, and Minimal Viable Product (MVP) principles across our renewals portfolio.
- The Digital Railway transformation will enable us to deliver our services more efficiently. We're shifting from conventional signalling renewals to the use of ETCS in-cab signalling, driving lower design, installation and maintenance costs.
- We'll continue to foster industry partnerships to make the best financial decisions for the whole rail industry. For example, the East Coast route has worked with LNER to support the use of train monitoring equipment to intervene before major asset incidences occur, generating an industry saving of £2.6m per annum.
- Integration workshops and collaboration with Route Services has enabled improved contractual rates and better optimisation of our On Track Machine (OTM) fleet. This allows the delivery of increased volumes in every shift, generating efficiencies and freeing up time for the delivery of more maintenance activity.

Sustainable growth

Our ambition

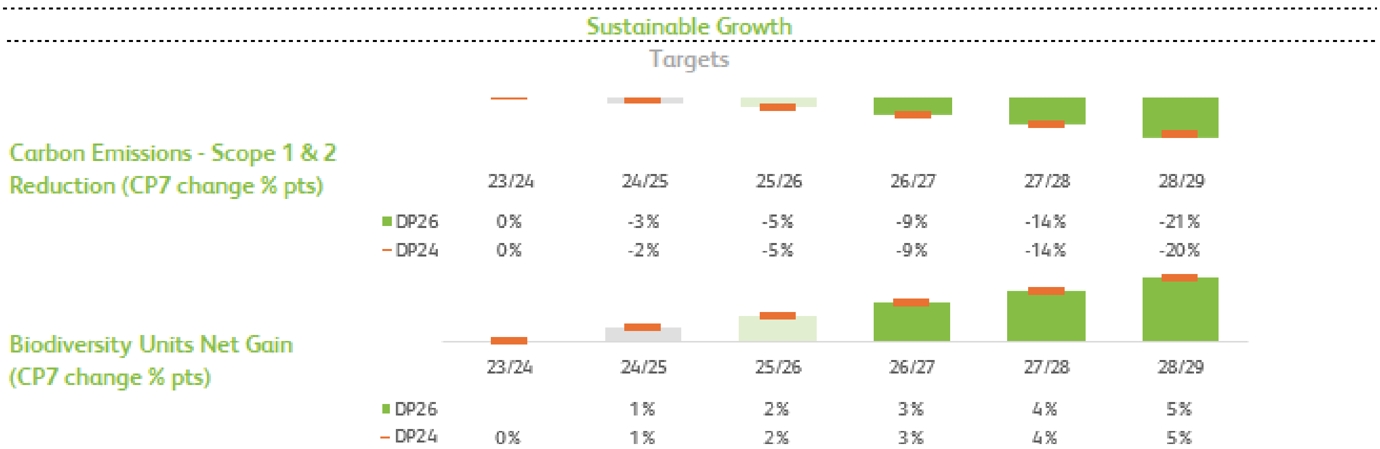
Our ambition is to achieve net-zero carbon emissions by 2050, enhance biodiversity, and embed circular-economy principles in how we plan and operate. We will continue to manage climate risks and the impacts of extreme weather within available funding, improve air quality across our managed stations, and maximise social value through a holistic sustainability approach that supports people, planet and prosperity.

Our key 2024-2029 sustainable growth objectives and forecasts

- Our objective remains to reduce carbon emissions by a further 21 % in CP7.
- We're aiming to achieve no net loss of biodiversity from 2024 and deliver 4.8 % biodiversity net gain (BNG) by the end of the Control Period through the delivery of our biodiversity action plans.
- We'll deliver a holistic sustainability approach that considers people, planet and prosperity driving social value and economic growth.

We're targeting a 21 % carbon emissions (scope 1 & 2) reduction in CP7. We exceeded our Year 1 target with a full year actual of 3 %, driven predominantly by quick wins around reducing diesel consumption. There have been no changes to our BNG trajectory. During Year 1, our activity has focused on planning and site identification, establishing the foundations for future delivery. This work will progress further in Year 2, including exploration of opportunities at sites south of Peterborough and Scunthorpe station. Overall, Year 1 focused on planning, while Year 2 marked the transition into delivery, with Year 3 maintaining increased focus.

Figure 8: CP7 efficiency outcome forecasts (DP26 vs DP24)



Note: These targets are from a CP6 exit baseline. Lighter coloured columns are forecasts for the current year.

Key initiatives

- We'll continue to review our CP7 capital programme to ensure sustainable delivery, Biodiversity Net Gain, and climate resilience across relevant projects, including major projects and vegetation management.
- All new maintenance buildings will include energy and carbon-saving measures during project development, guided by implementing the PAS2080 carbon management standard.
- The transition to zero emission vehicles will account for the majority of our operational carbon savings. To achieve this by 2030 we are accelerating our programme with the establishment of a dedicated regional project team.
- We'll continue to develop site-specific solutions to address air quality at stations in Year 3, building on the surveys and preparatory work completed in Year 1&2.

People

Our ambition

Our ambition for CP7 is to build a highly skilled, diverse and empowered workforce, enabling our people to perform at their best in delivering for passengers. We will create an efficient and modernised organisation where colleagues are proud to work, feel valued, and have the opportunity to fulfil their potential.

Our key 2024-2029 people objectives and forecasts

- Great leadership to develop effective, empowered and confident leaders. We face a period of significant industry change, and our leaders must have the capability to support our people through change and drive cultural transformation.

- Right people, right place, right time, right skills, right cost. We'll develop strategies and interventions to strengthen our talent pipelines and collectively build the future workforce.

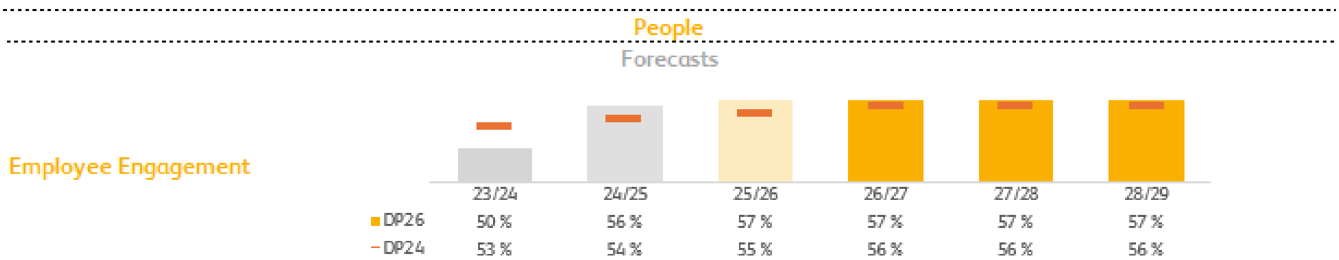
- Better work. A simplified, efficient, modernised organisation will empower our people to do their best work and deliver for passengers and taxpayers.

- Support a great employee experience through an engaging, safe, diverse and inclusive culture, to improve workforce safety, performance, engagement and retention.

- Fully embed and enhance the critical role-rolefocused tactical workforce planning process, transitioning it into business-focused tactical workforce planning process, transitioning it into business as usual practice across the region.

In Year 1 we aligned leadership development across Eastern, refreshed our diverse talent approach, strengthened strategic workforce planning, and advanced work to ensure colleague accommodation is fit for purpose. In Year 2 we began regional rollout of leadership programmes, sharpened our focus on future talent needs, and accelerated the shift to a data-driven HR function, placing insight at the core of decision-making. We enhanced our EDI-led recruitment and retention approach and continued preparations for Great British Railways through stronger cross-regional and national collaboration.

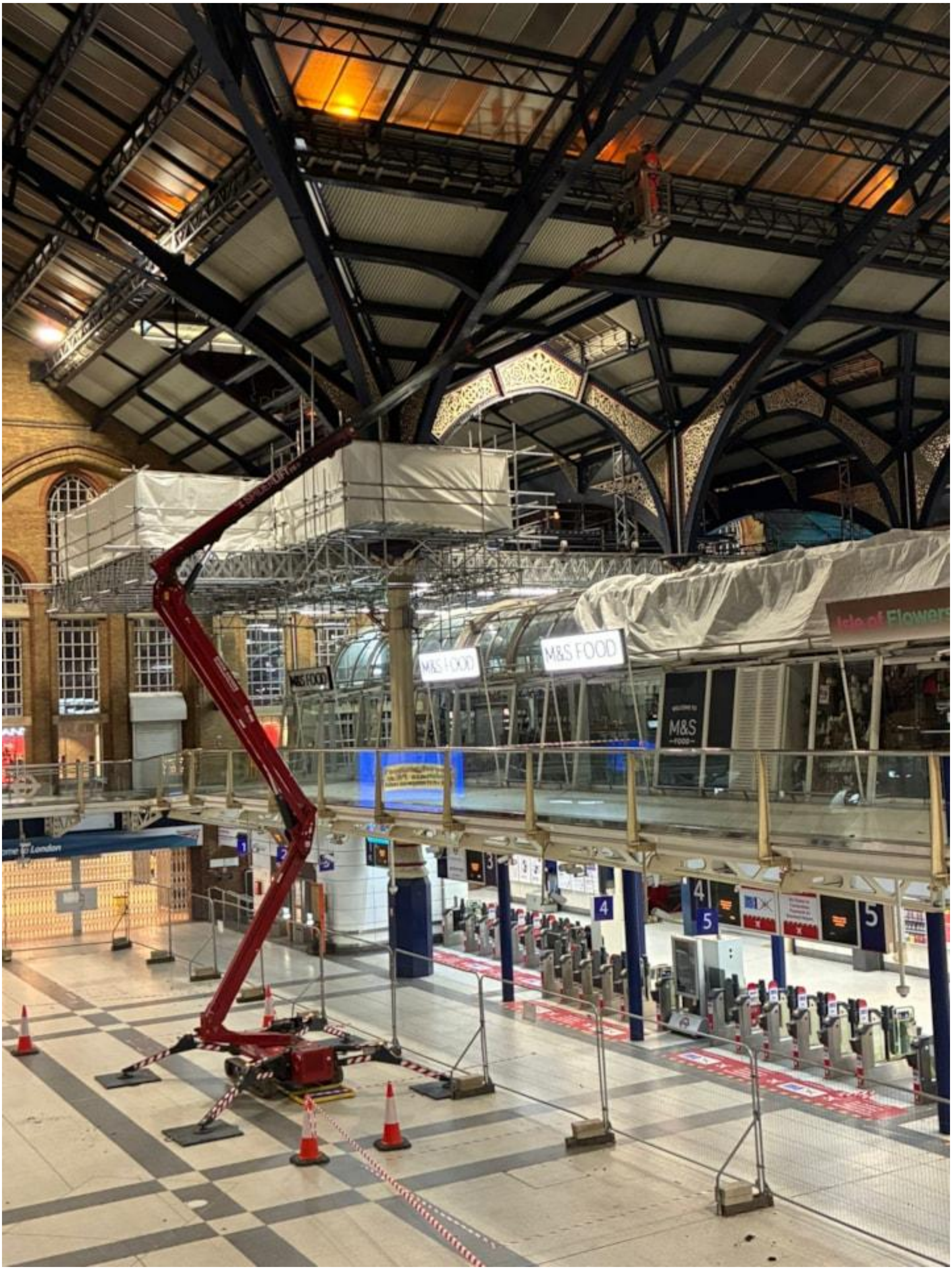
Figure 9: CP7 people outcome forecasts (DP26 vs DP24)



Note: Grey columns are confirmed outturn for past years. Lighter coloured columns are forecasts for the current year.

Key initiatives

- Leadership capability: Continue implementing a range of leadership interventions, aligned to outcome focused consistent leadership framework, strengthening our leadership capability.
- Strategic workforce planning: Phased deployment of our workforce planning framework, focusing on key risk roles and locations, and skills identification and transfer.
- Talent and succession: Delivering and embedding a refreshed talent strategy focused on critical roles, sustainable succession planning and diverse talent pools.
- Better working and employee experience: Delivery of Your Voice action plans, delivering accommodation plan phase one, and investigating links between safety and mental health.
- Industrial relations (IR): Improving relations with union partners through shared learning and growth and developing and embedding consistent IR guidance for leadership.
- Equality, diversity and inclusion: Strengthening communications to reach underserved diverse colleagues, delivering phase two of inclusive recruitment, and developing attraction strategy.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Our income and expenditure

Introduction

In this section we provide an overview of our CP7 Year 1 and 2 income and expenditure and our planned income and expenditure for Years 3-5 of CP7, highlighting any changes from our March 2024 CP7 Delivery Plan.

CP7 operations and support

Operations

Our spend on operations for CP7 is broadly in line with CP6. There is incremental spend required for scope changes including the impact of TRU (signalling and electrical control), trespass, and vandalism (including suicide prevention). This is offset by a reduction in costs and efficiencies.

The operations strategy to control costs in CP7 is principally to fill vacancies and improve productivity. Our objective continues to be a 0% vacancy gap in the signalling grades to reduce levels of overtime. This is coupled with more efficient use of our existing workforce to increase productivity, e.g. better utilisation of relief signallers and monitoring and reviewing levels of people who are unable to be fully productive due to reasons such as requiring extensive training for roles.

The new National Rostering Principles, secured as part of the settlement of the industrial action last year, include significant productivity elements. These will reduce costs, including agreements that will reduce turnover of signallers.

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Asset Management
CERTIFIED

Support

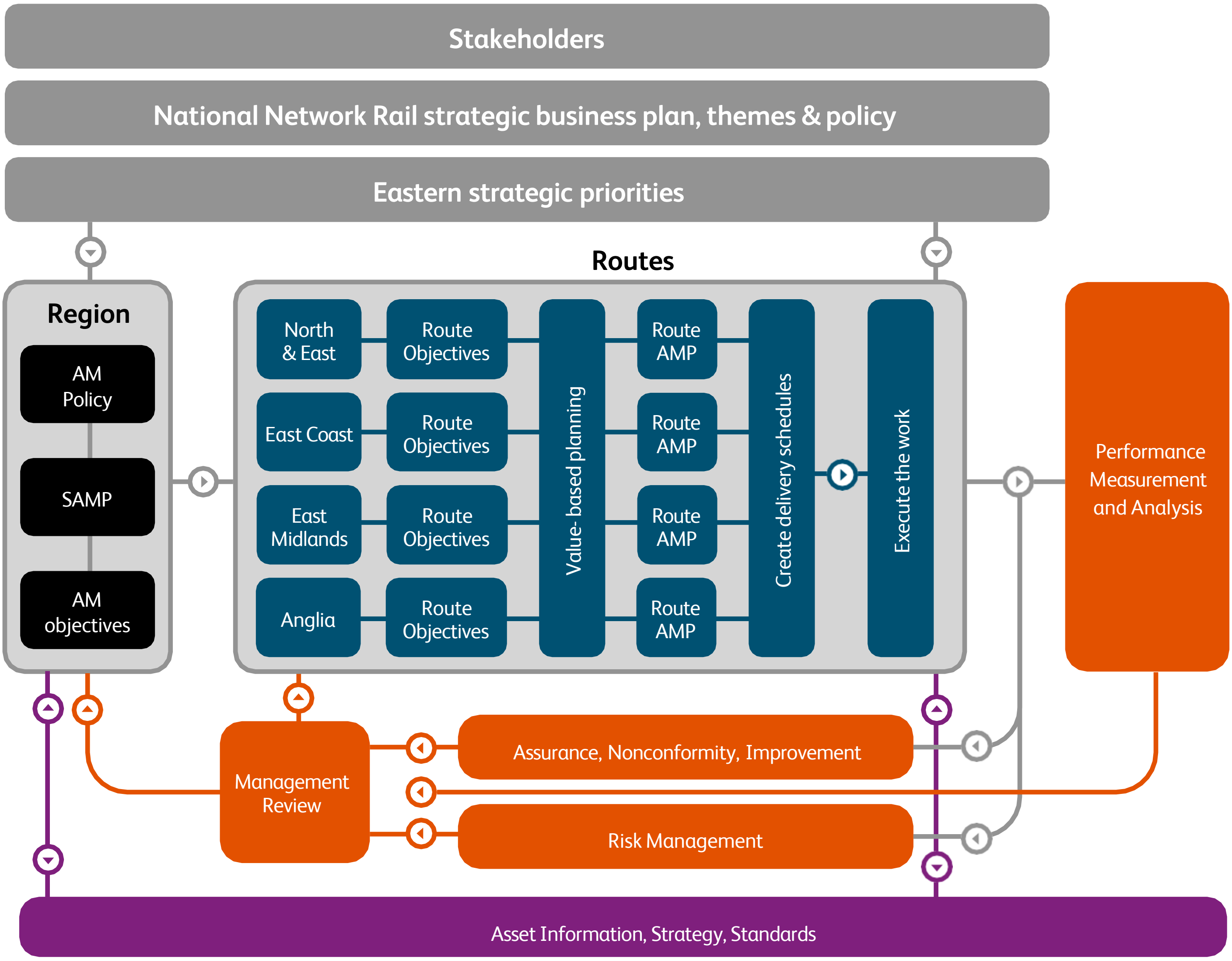
Our plans include relatively modest provisions to continue to fund functional departments across both routes and region. These include finance and legal, human resources, communications, engineering and asset management, and commercial. It also funds ongoing costs such as our office accommodation and training. We're confident to deliver the full commitment to support management modernisation principles within the wider workforce reform programme.

Maintaining and renewing our railway (including other capital expenditure)

As the rail industry evolves, we are enhancing our agility and understanding of customer needs. We are adopting an outcome-based approach to deliver optimal services to our customers and stakeholders. Eastern's asset management practices adhere to ISO55001, an international standard for effective asset management, which we achieved certification for in 2024.

Our CP7 strategic planning framework aligns regional ambitions, local route objectives, and asset management outcomes. We developed the Asset Management Policy, made up of eight statements of intent, to guide infrastructure management decisions. This policy is supported by asset management objectives that promote the right behaviours and actions within the engineering and asset management community.

Figure 10: Eastern Asset Management System



Our strategy focuses on optimising performance along key strategic corridors while maintaining overall route safety. We employ a risk-based approach to allocate work volumes, prioritising safety as the cornerstone of our market-led plan.

To manage performance and safety risks through CP7, we've prioritised refurbishments and targeted life extensions over full renewals. Our Delivery Plan includes significant investments such as ETCS deployment on the ECML, Cambridge re-signalling in Anglia, major interventions at Liverpool Street, and the Agar Grove bridge in north London.

Our maintenance activities are aligned with asset condition, usage and renewal interventions. We've iterated our CP7 maintenance plans to align them with our renewals plans, increasing maintenance to support reduced renewals where appropriate.

As we progress through CP7, we continue to align maintenance and renewals plans, embracing modern maintenance principles and new technologies to ensure safe and optimised infrastructure performance.

Our operations teams have strategies for the safe running of trains, particularly during seasonal challenges. Continuous alignment between renewals and maintenance plans, supported by collaboration between engineers, ensures that the impact of reduced renewals is managed through monitoring, inspections and maintenance responses.

We're investing approximately £0.4bn in asset weather resilience to provide primary benefits for flooding, wind, and heat across our asset base, focusing on drainage, earthworks, signalling and electrification.

Our safety risk assessment framework for CP7 assesses the impact of a shift in the risk profile resulting from lower planned level of renewals and identifies mitigations. We've embedded the safety risk assessments into national and regional assurance processes, and have used these to assess changes to our asset management plans throughout the year.

We'll continue to iterate and develop the safety risk assessments, initially focused on Electrical and Plant assets over the next year. This framework has been used to assess safety risk profiles for critical asset types, and we will continue to track safety risk levels for all asset classes, using the findings to inform and refine our plans.

Moving towards increased levels of life extension work in response to funding availability in CP7 will inevitably impact the long-term sustainability of our infrastructure. The original delivery plan would have given a deterioration of -2.0 % asset sustainability. The current plan now provides a forecast of a -2.4 % deterioration in the sustainability driven by signaling and track and we continue to look at balance of work to mitigate this. On a cost weighted basis, effective volumes are currently at 86.9 % of DP24. The next page highlights the main factors driving this position for each asset type.

Table 1: CP7 Year 1 expenditure and planned CP7 Years 2-5 expenditure

		CP7 renewals volumes		CP7 expenditure	
Asset type	CP7 priorities (and any key changes)	**DP24**	**DP26**	**DP24**	**DP26**
Track	Targeted renewals programmes for high-risk assets such as high-speed lines of routes, aged rails and high-speed timber switches and crossings (S&C). Mitigating risk of broken rails and track buckles. We've reduced our plain line and S&C volumes, in part as a result of market-led decision making. This is where we've optimised our renewals plans on low critical and low revenue areas of our network. Also, for S&C we have reduced refurbishment volumes to ensure renewals remain protected.	1,362km plain line 1,112 S&C units	1,098km plain line 911 S&C units	£1,204m	£1,169m
Off track	Vegetation management linked to route risk profile, addressing key risks associated with wheel/rail adhesion, signal sighting and overhead line integrity. Fencing renewals reducing animal incursions, vegetation management addressing risk profile and hazardous trees. Access point improvement programme to support safety of our people.	450km	476km	£63m	£63m
Signalling	Cambridge re-signalling and the implementation of ETCS as part of the East Coast Digital Programme (ECDP) on the ECML. Life extension strategy for remaining assets. Doncaster recontrol and ECDP work on the Hertford Loop has been deferred into early CP8 to align with digital re-signalling timescales.	1,825 SEU	1,537 SEU	£762m	£749m
Level crossings	Renewals and life extensions, and reduction of FWI through level crossing user safety interventions. We've increased our level crossing volumes to proactively manage safety risks.	266 volumes	292 volumes	£205m	£190m
Structures	Major bridge works at Agar Grove, River Don and King Edward Bridge and continued weather resilience programmes, implementing scour mitigation measures at susceptible bridge and retaining wall locations. Remediation of high-risk Heavy Axle Weight bridges on key freight routes to support growth. The uplift in volume is due to CP6 scheme delivery rolling into CP7 Year 1.	98,204 m^2	119,00 m^2	£519m	£491m

Earthworks	Embankments and cuttings interventions to manage the safety and performance risk profile of key assets, reducing failure and delays. The small drop in volumes is partially offset by integration of activity into drainage workbanks.	4,838 volumes	4,082 volumes	£237m	£225m
Drainage	Integrated system level approach to water management with earthworks, off track, structures and track. Targeted interventions at potential earthwork failure sites and locations with a history of track flooding and persistent wet formation sites. The volume increase is due to the integration of earthworks and track drainage solutions to manage risk.	165,589m	215,939m	£121m	£110m
Buildings	Major Interventions at Liverpool Street Station, refurbishment works across key Maintenance Delivery Unit sites and addressing assets at risk of failure with specific focus on stations including high-risk platforms to mitigate slips, trips and falls. Volume reductions are mainly across franchised stations and has been counterbalanced by increase in non-volume reactive funding.	620,336m^2	497,362m^2	£347m	£318m
Electrification & Fixed Plant	Improved system reliability for overhead line equipment (OLE) and signalling power. Focus on reducing likelihood of de-wirements and overall volume of SAFs. Focus on replacing components that have higher failure rates. There is a minimal change in volumes focusing on component improvements.	1,855 volumes 876 STK 314 km 3,063 volumes	2,027 volumes 1034 STK 2,965 volumes	£592m	£492m
Telecoms	Continued implementation of regionalised concentrator solution. Maintaining core safety critical communication systems and main customer information systems in a reliable state. Reduction in reported CCTV volumes.	2,619 volumes	3,398 volumes	£56m	£55m
Other renewals	Track worker safety, security, environmental sustainability, commercial property renewals and renewals of plant and equipment.	N/A	N/A	£167m	£150m
Maintenance	Safe maintenance of assets to deliver reliable train services, including additional activities for Ash Dieback, Lord Robert Mair recommendations, and maintaining new assets from enhancements such as TRU.	N/A	N/A	£3,609m	£3,957m

Note: March 2024 planned renewals expenditure is cash prices based on the November 2023 OBR inflation forecast.

To manage successful delivery, we have close relationships with our supply chain and are working alongside Route Services to reinstate the Supplier Relationship Management Programme. One of our new regional contracting arrangements, known as the Eastern Routes Partnership (ERP), is now live and workbanks for the next three years are shared and allocated across the Partners.

The ERP contract, supplemented by our Capital Delivery thin client (ACE) model, incentivises cross supplier partnership working. We continue to drive collective performance, supported by three way working, SPEED and MVP at its core. We maximise opportunities through ERP working groups chaired by our partners, sharing best practice across contractors and optimising possessions, through workbank access planning. Through our Partnership Board we closely manage our relationships and performance of framework delivery.

The track alliance contracts have been extended for the next five years which has enabled full engagement and continuous planning of the work with our supply chain.

CP7 income

Our approach to each of the key income components.

- **Variable track access charges:** Our access charges have reduced since our original Delivery Plan, in part due to the delay of the East Coast Event Steering Group (ESG) timetable change, which was launched in December 2025. Our plan reflects the latest traffic volumes, indexation and payment rates expected in CP7.
- **Freight revenue:** We're forecasting freight growth of 11.1 % by the end of CP7, supported by our renewals plan and the delivery of key enhancement programmes. Plus, there is a nationally led freight programme to support this growth with twenty individual initiatives specifically targeting the Eastern region. We're working in collaboration with the national Freight team to track and monitor progress.
- **Schedule 8:** This is our compensation mechanism for unplanned disruption, since the original Delivery Plan our routes have made provision for the passenger operator related element for Years 1 and 2 of CP7.For Year 3 onwards, we have updated train operator benchmarks and have factored these into our plans. Any increase has been offset with measured changes to update the renewals workbanks, monitored and assured by our asset management community.
- **Schedule 4:** This is our compensation mechanism for planned disruption, where we need to access the network to maintain and renew infrastructure. Our plan is developed using the latest renewals workbank and supported by a combination of central modelling capability and local route knowledge.
- **Property income:** We developed our managed station retail income using the latest projections for passenger footfall levels. Passenger recovery to pre-Covid-19 levels varies across the region and differs between stations. We've included a £31m stretch on our property sales plan and our robust programme of sales is developing well to meet this.

Risks, uncertainty and opportunities

We maintain a provision of input price risk for Years 3-5 at regional level to support adequate levels of contingency funding for CP7 and strive to outperform our contractual expectations where possible to support this. The main drivers of risk are in our plan outlined below.

Rail reform: In CP7, we'll see the creation of Great British Railways (GBR), bringing DfT procured operators back into public ownership and providing a single guiding mind for track and train. We welcome the Government's commitment to establish GBR and note the progress they have made so far – both in transitioning operators into DfTO and the introduction of the Railways Bill into Parliament in late 2025. We are working with train operators to deliver early benefits from integration and have created integrated business units, comprising joint operators and Network Rail route teams to unlock improvements.

Within our region, we're already taking action to exploit opportunities by working closer with train operators through joint performance strategies and partnership boards with our key operators, notably LNER, Northern and TransPennine Express. We've also established a Regional Efficiency Board, recently renamed to Eastern Finance Collaboration Board (FCB) and co-chaired between Network Rail and LNER. The Board is attended by our eight train operators, overseeing the delivery of joint initiatives and wider reform opportunities. We've already seen successes in performance improvements, balancing access requirements and ticket revenue and office co-location in designated 'industry' hubs.

Delivery of our efficiency target: We've set challenging efficiency targets for CP7, which deliver circa £990m of savings across our operational and capital expenditure, with £189m in Year 3. Failure to deliver our efficiency targets would lead to funding constraints within our plan, which would need to be managed through deferrals of work, which could in turn impact on the performance and sustainability of the railway. We're mitigating this by developing improved benchmarking to drive best practice across routes and regions and share ideas that can support delivery of additional efficiencies.

Inflation uncertainty: General inflation and our own input price inflation is higher than assumed in the Statement of Funds Available and continues to put pressure on our funding. Whilst Bank of England forecasts suggest that inflation risk is easing, there remains a risk that outturn inflation is higher than our plans which would lead to increased cash constraints and impact on our ability to deliver commercial and pay reform efficiencies. We're closely monitoring the latest inflation forecasts to apply intelligent foresight to facilitate early mitigation of risk.

Supply chain uncertainty: Inflationary impacts on our longstanding contracts with the supply chain are not necessarily applied in a linear fashion. We typically see an inflation lag, meaning changes from recent years can compound at the point of contract renewal. For example, the employer NI contribution changes introduced 12 months ago may still influence future costs. This creates a risk that material, equipment and project costs could rise more sharply than anticipated. While the impact of NI changes has been factored into plans for internal staff, the indirect effect passed through the supply chain remains uncertain

Industrial action: The prolonged industrial action during CP6 had a reputational and financial consequence on our region through lower variable track access charges, retail income and increased Schedule 4 costs, as well as payroll related costs. We're mitigating this by including the cost of industrial action within the Schedule 4 access charge supplement funding, and our headwinds and risk provision would be required for any increased people costs.

It's important to note that we are currently in Year 2 of the Control Period, and as part of our business planning process are considering all options to mitigate any risks in the current year and beyond. This includes mitigating against asset deterioration, potential train performance issues and other external and internal financial factors.

Funding Gap: Our CP7 Delivery Plan included a funding gap of nearly £1bn, representing the difference between the bottom-up plans and the funding available. This arose from the 40-year high levels of inflation after than the Statement of Funds Available has been agreed. This year we've cleared the remaining funding gap with changes to our plans for the control period, which includes reductions in renewals expenditure and outputs.

Delivery for the year ahead (2026/27)

Summary of our CP7 Year 3 targets

Our 2026/27 targets against our regulatory success measures and other key outcomes are set out below. We'll monitor delivery against these throughout the year through our business and executive level monitoring. We'll also agree scorecards to support delivery of our objectives, giving tactical focus to key areas for the coming year, and setting target ranges linked to our performance related pay. Where appropriate, some scorecard targets may aim for further stretch than our regulatory baseline or set a trajectory to recover performance that is below baselines.

Table 2: Outcome targets for 2026/27

Strategic theme	Measure	2026/27 forecast
Safety	Train Accident Risk Reduction	95 %
	Workforce Fatalities and Weighted Injuries	0.052
	Personal Accountability for Safety (PAFS)	266
Train service delivery	Time to 3 [1 2]	82.8 %
	Passenger Cancellations [1]	3.5 %
	Freight Cancellations [1]	1.2 %
	Freight Growth (net tonne km) [1]	3.9 %
	Composite Sustainability index (CSI) [1]	N/A
Efficiency	Operational Expenditure Efficiency [1]	£69m
	Capital Expenditure Efficiency [1]	£119m
	Financial Performance Measure (FPM) [1]	£0
Customers & communities	Passenger Satisfaction	84.73 %
Sustainable growth	Carbon Emissions - Scope 1 & 2 Reduction [1]	-7.0 %
	Biodiversity Units Net Gain [1]	2.9 %
People	Employee Engagement	57 %

[1] Regulatory success measures with targets set in ORR's final determination. [2] ORR's final determination set firm passenger train performance targets for the first two years of CP7 and indicative trajectories for Years 3-5. There has been a regulatory review to reset passenger train performance metrics (with the exception of the Scotland train performance measure) for Years 3-5 of CP7.

Key priorities for each strategic theme

Safety

- Enhancing workforce safety by improving protection for trackworkers from contact with trains, reducing common cause accidents, and enhancing driving safety.
- Prioritising the well-being of our employees with targeted mental health initiatives.
- Enhancing public and passenger safety by improving signaller competence, continuing our fire safety enhancements, and ensuring asset compliance. We're also dedicated to reducing risks at level crossings and managing the challenges posed by inclement weather.

Train service delivery

- Deliver strategic interventions to recover train performance and achieve our outcomes targets, including enhanced train service management on the North London Line, delivery of signalling asset resilience improvements on the ECML, and flooding mitigations at high-risk sites across the region.
- Working with freight operators and industry partners to safely enable capacity requirements for new and revised freight flows whilst ensuring industry confidence is maintained by continuing to reduce freight service cancellations.

Efficiency

- Build on the success of 2025/26 efficiency delivery and deliver our £189m annual target.
- Delivering Capex efficiencies by leveraging industry relationships to maximise access optimisation opportunities, further application of value engineering to drive minimal viable product solutions, and the utilisation of our Eastern Routes Partnership framework to reduce supply chain costs.
- Delivering Opex efficiencies through our modernisation and maintenance initiatives, workplace energy reductions, reducing our vehicle fleet, and OTM optimisation.

Customer & communities

- Building on our passenger consultation, we will enhance accessibility at Liverpool Street station by adding more ticket gates, relocating retail units to optimise space, and renewing the station roof to create a brighter and more welcoming environment for passengers.
- Achieving a 100 % increase in the number of sign-ups to our digital notification service, through ongoing promotion to fully transition away from traditional letters in CP7.
- Continuing to test and evaluate our station communications plans with our train operator colleagues and industry partners. This will be tested by tabletop exercises and enable us to deliver the best possible service during disruption.

Sustainable growth

- Deliver enabling infrastructure to support the transition of our road fleet to electric vehicles.
- Identifying carbon efficiency opportunities at new building office locations, such as Princes Exchange and Sheffield Delivery Units, whilst reducing energy consumption at existing sites to minimise our carbon footprint.
- Delivering projects to deliver biodiversity net gain across the network.

People

- Deliver and embed the critical role focused tactical workforce planning process.
- Grow diverse internal talent and recognise the benefits of procuring strong external diverse talent especially focused on early careers.
- Support integration with train operators by forging greater relationships across HR functions, increasing transparency in industrial relations ready for Great British Railways.

Annex

A. CP7 outcomes

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

Table A1. CP7 outcomes by strategic theme.

Strategic theme	Measure	CP7 exit (March 2024 Delivery Plan)	CP7 exit (March 2026 Delivery Plan)
Safety	Train Accident Risk Reduction	95 %	95 %
	Workforce Fatalities and Weighted Injuries	0.043	0.050
	Personal Accountability for Safety (PAFS)	250	250
Train service delivery	Time to 3 [1 2]	--	84.4 %
	Passenger Cancellations [1 2]	2.7 % -3.3 %	3.4 %
	Freight Cancellations [1]	1.3 %	1.3 %
	Freight Growth (net tonne km) [1]	7.5 %	11.1 %
	Composite Sustainability index (CSI) [1]	-2.0 %	-2.4 %
Efficiency	Operational Expenditure Efficiency [1]	£122m	£122m
	Capital Expenditure Efficiency [1]	£147m	£168m
	Financial Performance Measure (FPM) [1]	£0	£0
Customers & communities	Passenger Satisfaction	84.95 %	84.95 %
Sustainable growth	Carbon Emissions - Scope 1 & 2 Reduction [1]	-20.0 %	-21.0 %
	Biodiversity Units Net Gain [1]	4.8 %	4.8 %
People	Employee Engagement	53 %	57 %

[1] Regulatory success measures with targets set in ORR's final determination. [2] ORR's final determination set firm passenger train performance targets for the first two years of CP7 and indicative trajectories for Years 3-5. There has been a regulatory review to reset passenger train performance metrics (with the exception of the Scotland train performance measure) for Years 3-5 of CP7.

B. CP7 financial summary

CP7 expenditure

Table B1. CP7 expenditure (March 24 CP7 Delivery Plan and March 26 CP7 Delivery Plan update).

£m in cash prices	March 2026 (March 2024) Delivery Plan					
	2024/25[1]	2025/26	2026/27	2027/28	2028/29	CP7 Total
Operations & support	338 (353)	345 (352)	359 (355)	340 (357)	342 (359)	1,724 (1,776)
Maintenance	751 (717)	783 (714)	813 (721)	832 (727)	841 (730)	4,020 (3,609)
Renewals	826 (869)	783 (801)	826 (808)	816 (790)	810 (788)	4,060 (4,055)
Input Price Risk funding	0 (0)	0 (33)	0 (49)	18 (59)	32 (73)	50 (213)
Industry costs and rates (excl. BTP)[2]	109 (124)	120 (127)	141 (145)	146 (147)	149 (151)	664 (694)
Electricity for traction (EC4T)	244 (244)	241 (225)	278 (243)	275 (245)	283 (246)	1,321 (1,203)
Allocated expenditure[3]	392 (451)	470 (500)	453 (506)	446 (507)	500 (508)	2,262 (2,472)
Total expenditure (excl. EC4T)	**2,415 (2,515)**	**2,501 (2,526)**	**2,591 (2,583)**	**2,599 (2,588)**	**2,673 (2,608)**	**12,780 (12,820)**
Total expenditure	**2,659 (2,759)**	**2,742 (2,751)**	**2,869 (2,826)**	**2,874 (2,832)**	**2,957 (2,854)**	**14,101 (14,023)**

[1] All numbers in brackets refer to March 2024 Delivery Plan figures which are in cash prices based on the November 2023 OBR inflation forecast. As noted earlier in the document, all figures for our March 2026 Delivery Plan are in cash prices, but are based on the November 2024 OBR inflation forecast. [2] Industry costs and rates include Cumulo Rates, ORR subscription, Rail Delivery Group subsidy. [3] Central functions costs allocated to regions.

B. CP7 financial summary

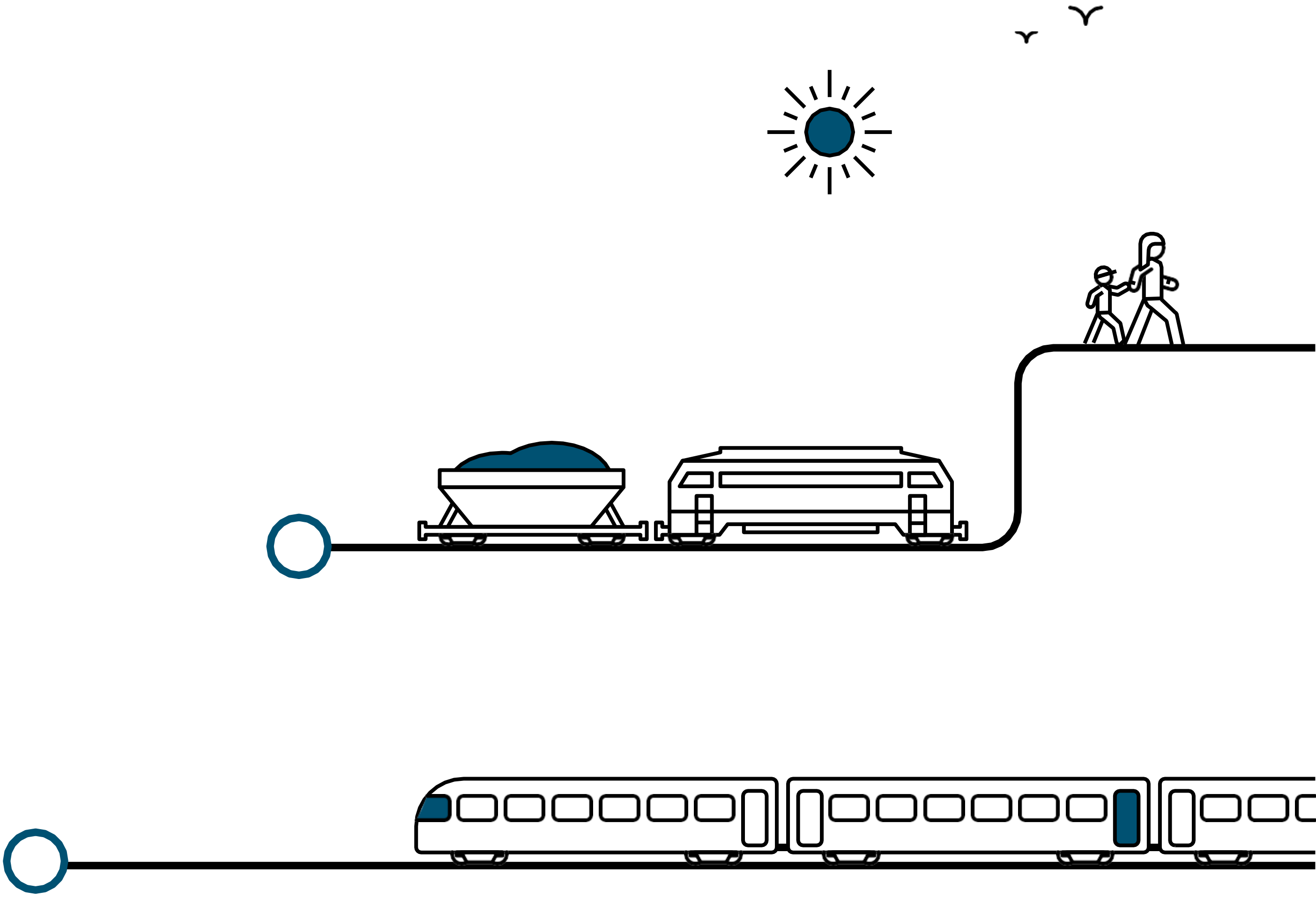
CP7 income

Table B2. CP7 income (March 24 CP7 Delivery Plan and March 26 CP7 Delivery Plan update).

	March 2026 (March 2024) Delivery Plan					
£m in cash prices	2024/25[1]	2025/26	2026/27	2027/28	2028/29	CP7 Total
Access charging income[2]	336 (336)	347 (347)	367 (345)	351 (333)	376 (350)	1,776 (1,711)
Commercial and other income	211 (207)	218 (215)	236 (219)	247 (225)	272 (262)	1,185 (1,129)
Network grant	1,870 (1,981)	1,941 (1,947)	1,995 (2,002)	1,979 (2,011)	2,000 (1,979)	9,786 (9,921)
Net schedule 4&8	-22 (-6)	-36 (-6)	-25 (-6)	-6 (-6)	-5 (-6)	-93 (-29)
Allocated income	19 (-5)	31 (23)	18 (23)	28 (24)	30 (24)	126 (88)
Electricity for traction (EC4T)	244 (244)	241 (225)	278 (243)	275 (245)	283 (246)	1,321 (1,203)
Total expenditure (excl. EC4T)	**2,415 (2,515)**	**2,501 (2,526)**	**2,591 (2,583)**	**2,599 (2,588)**	**2,674 (2,608)**	**12,780 (12,820)**
Total expenditure	**2,659 (2,759)**	**2,742 (2,751)**	**2,869 (2,826)**	**2,874 (2,832)**	**2,957 (2,854)**	**14,101 (14,023)**

[1] All numbers in brackets refer to March 2024 Delivery Plan figures which are in cash prices based on the November 2023 OBR inflation forecast. As noted earlier in the document, all figures for our March 2026 Delivery Plan are in cash prices, but are based on the November 2024 OBR inflation forecast. [2] Charging income includes Train and Freight Operator Fixed Track Access, Variable Track Access and Electricity Access Usage Charge.

Eastern Region



Network Rail Limited

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

Website: www.networkrail.co.uk

Company number: 04402220