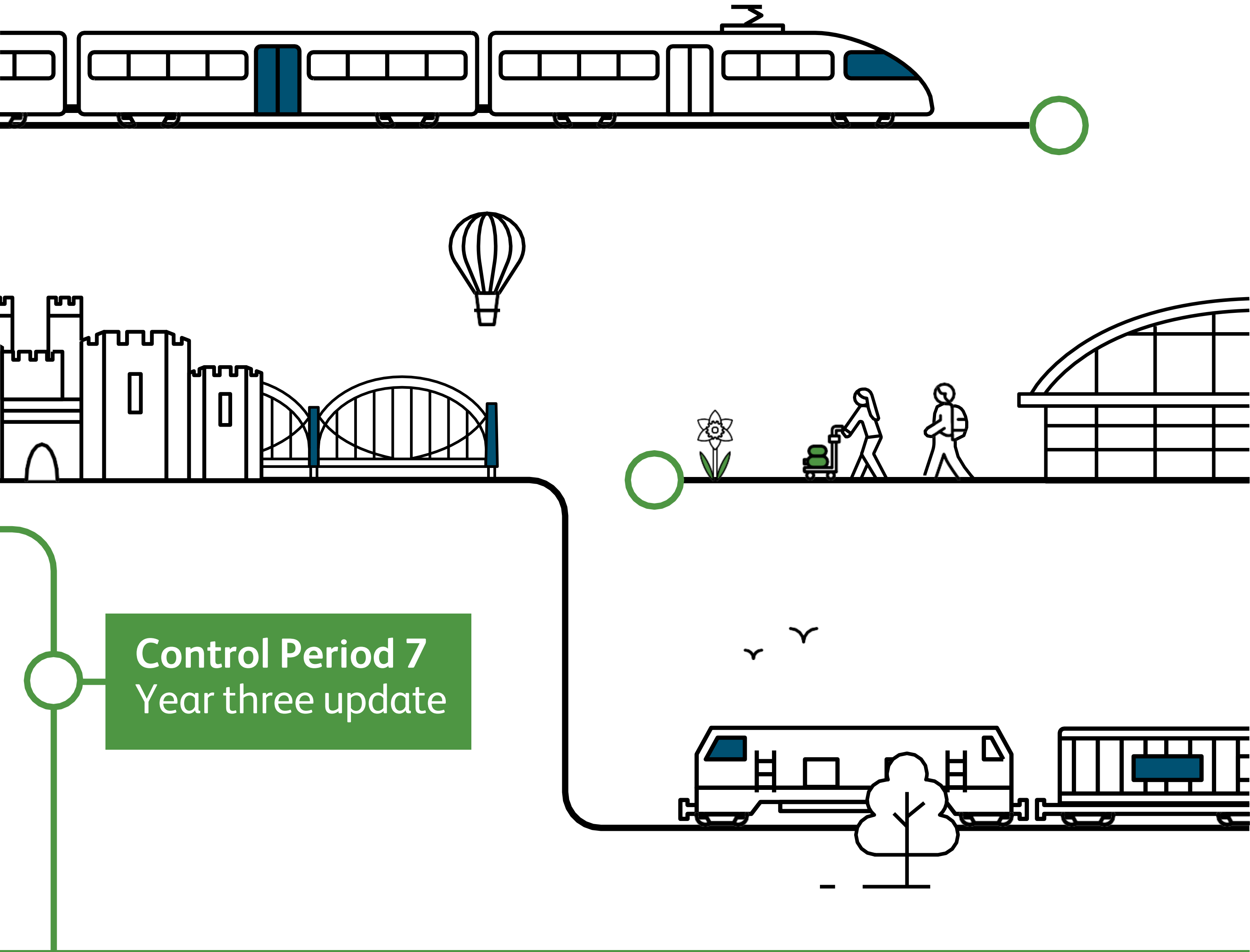
Wales and Western

NetworkRail

Our delivery plan for Wales and Western



Control Period 7
Year three update

Foreword

Our purpose is to deliver the best and safest railway for our passengers, freight users, our local communities and stakeholders. We take enormous pride in this responsibility.

In my first three months in the role as regional managing director of Wales & Western, I have been struck by the pride our people have in their work. As we enter a time of significant change in our industry, the region has already proven its ability to evolve. We have come from a period of recovery, rebuilt stability, and now are delivering predictability to our customers that rely on us day after day.

This progress has been driven by structural changes to our operating model, targeted capital investment, including Project Brunel, and a relentless focus on continuous improvement.

But there is still work to be done to reach performance levels our passengers expect of us. What is of paramount importance to me is that we continue to build a railway that is sustainable, resilient and fit for future generations.

To support this we have launched a programme of further devolution to our routes. This is a significant milestone in the continued evolution of our operating model. This moves greater capability, accountability, and decision making authority closer to the teams who run our railway every day. It also represents an important step in preparing the region for track and train integration, with structural and operational alignment as we prepare for the future.

We continue to focus closely on the delivery of both our financial targets and our efficiency plan. Through careful management we're managing our expenditure within our fixed financial envelope. We're also focused on the challenges in the delivery of some infrastructure projects, notably improvement works at Botley Road in Oxford.

Our priorities for the year ahead include:

- **Safely deliver continued improvements in train service performance for our passengers and freight customers** through deeper collaboration with our train operator and freight colleagues
- **Continue developing track and train integration**, establishing strong foundations for Great British Railways (GBR) by deepening route devolution
- **Deliver enhancements across our network** that support economic growth
- **Strengthen our culture of physical and psychological safety**, enabling our people to do their best work.

I am immensely proud of what the Wales and Western team has achieved. This comes because of the professionalism, pride and commitment across the region who consistently go the extra mile to keep our railway moving. At the same time, I am acutely aware, as are my team, about the amount of work still to do.

What I see across the Wales and Western region is a committed, capable team ready to meet the challenges ahead.

Mark Killick
Interim regional managing director, Wales & Western

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The Inspiration train at Paddington during the Railway 200 launch in June 2025
Photo credit: Jack Boskett and Railway 200

Our 2024 to 2029 plan on a page

5,295 colleagues

daily delivering over **3,540** passenger and freight services

moving **174.7m** passengers

and **26m** tonnes of freight every year

In CP7 we will invest **£5.3bn** to operate, maintain and renew our railway, delivering:

Safety
- 30% improvement in workforce safety

Train service delivery
- 5% improvement in trains on time
- 25% fewer passenger trains cancelled
- 52% fewer freight trains cancelled
- 0.8% increase in freight services

Customers & communities
- 7% improvement in passenger satisfaction

Efficiency
- £531m reduction in cost

Sustainable growth
- 21% reduction in carbon emissions
- 4% improvement in biodiversity

People
- 23% improvement in colleague engagement

Introduction to this document

Purpose and background

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

We also undertake enhancements to the railway for DfT and other funders. These are funded separately and are not included in this document. Details of these projects can be found on our website.

Who we are

We're Wales & Western region, one of Network Rail's five regions. Connecting two nations and two capital cities, Wales & Western serves people, businesses and communities the length and breadth of Wales and Borders, Oxfordshire and the Thames Valley, west of England and the South West peninsula.

We directly contribute more than £300m to our economy each year, alongside the wider socio-economic benefit of railway connectivity, which totals at least £3.4bn per year in Wales and the South West[1]. We support economic growth through connecting communities to employment and leisure: rail supports c.71,000 jobs in Wales and the South West. We support critical freight services, notably aggregates, moving millions of tonnes of freight every year.

Our region is made up of two devolved routes: Wales & Borders, and Western, who deliver safe, efficient and effective asset management, operations and maintenance. They are supported by our Capital Delivery team for infrastructure renewals, and by our regional business support functions. Collectively, we're focussed on putting the passenger and freight user first to provide a safe, reliable and high performing railway every day.

We work closely with industry partners: supporting the delivery of Transport for Wales' (TfW) transformation of the railway in Wales and Borders, and working with Transport for London (Elizabeth line) and Great Western Railway (GWR) to deliver reliable services across our region and to identify opportunities to deliver early benefits from industry reform.

[1] Direct economic contribution measured in gross domestic product, source: NR analysis. Socio-economic contribution measured in gross value add, source: The Economic Contribution of UK Rail, Oxford Economics, September 2021.

How we've updated our plan

We've developed this Delivery Plan update through four reviews of our business plan in 2025/26. We've involved colleagues from across our routes and region as we tracked delivery of our CP7 Year 2 commitments and deepened the maturity of our plans. This iterative approach has allowed us to adapt plans and respond to the latest information. In 2025/26 we've had to make decisions to remain within our fixed funding, while absorbing costs from higher levels of inflation. We've also prioritised continued expenditure on train performance improvements. This has involved reassessing, prioritising and updating our asset renewal plans.

We've deepened our ongoing transformation of how we manage our business, further devolving significant accountability to our route teams to put decision making closer to front-line delivery to our passengers and freight users, so that we are spending our fixed funding in the right locations. This means we can be closer to our stakeholders and helps to prepare for industry reform.

We'll continue to monitor delivery against plans as the Control Period progresses. Although our delivery plans reflect our best and latest view of the activity we'll undertake in CP7, these plans will inevitably evolve as we respond to risks and uncertainties during the next four years. We'll need to remain agile to respond to the challenges and opportunities ahead of us over the Control Period, which will also require flexibility in the way we're regulated.

Stakeholder engagement

Stakeholder engagement is an essential part of how we do business. It provides valuable insights into the thinking, expectations and priorities of all our stakeholders, ranging from passengers to operators, from suppliers through to local authorities.

Our Delivery Plan was built on a foundation of widespread stakeholder engagement, and we've continued to enhance our approach. Our stakeholder challenge panel has continued to meet regularly to monitor progress against our objectives throughout the Control Period, not just considering our planning for the future. The stakeholder challenge panel reviewed our Delivery Plan update as well as Project Brunel, our train service recovery programme for Western route which forms part of our wider performance improvement plan.

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 national vision: simpler, better and 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 will 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 will attract more people to the cleanest, greenest form of mass transport, while reducing our own carbon footprint.

Our national strategic themes

We've 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.**

In Wales & Western, we've three clear priorities:

- trains on time
- everyone home safe every day
- living within our means

Our regional strategy focuses on both our core objectives and the behaviours and culture needed to support successful delivery.

To support our priorities, we have several high-level objectives:

- **Safely achieving our on-time target for CP7**
- **Making sure we've the right environments and arrangements for people to do their best work**
- **Deepening the collaboration we've already built with industry partners in the region**
- **Delivering the basics consistently well**
- **Embedding our performance improvement**
- **Making sure we manage timetable changes well**
- **Investing in tools and technology**
- **Improving the governance and assurance of our plans**

To support this, we are strengthening our culture of physical and psychological safety, enabling our people to do their best work. We'll support our people, so they feel safe to speak out. We'll celebrate the results of our teams' hard work, and we'll improve working together with colleagues. We'll also make sure that our front line teams are being supported to deliver.

Safety

Our ambition

Our railway must always be safe. Our colleagues and those who use and interact with our railway should always expect to go home safe and well, every day.

Our key 2024-2029 safety objectives and forecasts

- Improve workforce safety with a 30 % reduction in colleague accidents.
- Reduce public and passenger injuries, supported by passenger safety milestones.
- Increase to 50 % coverage of mental health awareness training for managers and establishing a community of practice for mental health first aiders.
- Implementing comprehensive safety training programmes, regular risk assessments, and promoting a culture of safety awareness among colleagues.

		23/24	24/25	25/26	26/27	27/28	28/29
Fatalities and Weighted Injuries (FWI)	DP26	0.084	0.076	0.068	0.066	0.062	0.059
	DP24	0.088	0.079	0.075	0.072	0.068	0.064
Train Accident Risk Reduction (TARR)	DP26	95 %	88 %	95 %	95 %	95 %	95 %
	DP24	91 %	95 %	95 %	95 %	95 %	95 %
Personal Accountability for Safety (PAFS)	DP26	110	169	126	120	117	115
	DP24	106	125	123	120	117	115

Note: Grey columns are confirmed outturn for past years. Lighter coloured columns are forecasts for the current year. Darker coloured columns show our latest forecast against our original Delivery Plan.
■ denotes March 2026 Delivery Plan forecast. – denotes March 2024 Delivery Plan.

Ensuring passengers are safe on our network is of the utmost importance and we're placing a strong focus on the delivery of our passenger safety improvement milestones.
This includes improvements to level crossings, drainage, and vegetation, as well as renewing fencing at high-risk cattle incursion sites in Wales and Borders.

Slips, trips, and falls remain notable causes of accidents among colleagues, alongside incidents arising from manual handling activities. Encouragingly, there has been a marked reduction in such accidents in 2025/26. We have introduced a new manual handling training programme. This initiative aims to further reduce workplace accidents and enhance overall safety for all our colleagues.

Key initiatives

We have continued with the strategy outlined in our CP7 Health and Safety Strategy. We've centred improvements on strengthening our safety culture through robust, data-led improvement plans and visible leadership.

We have launched targeted initiatives including situational awareness training and enhanced risk-based commentary, with ongoing engagement to address key challenges.

We continue to have dedicated funding for our frontline teams for local safety improvements, which has been used on initiatives such as reducing slips, trips and falls.

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

In 2026/27 we'll continue to improve level crossing safety with a programme of improvements on the North Wales coast to support increases in train services.

Train service delivery

Our ambition

Our passengers and freight customers want a reliable service every day. Our ambition is to provide reliable assets and operations, preventing disruption and responding quickly when things go wrong.

Our key 2024-2029 train service delivery objectives and forecasts

- Increase on time performance by 5 % and reduce cancellations by 25 % [2].
- Deliver our train service improvement plans, making our asset more resilient.
- Improve our asset reliability and invest to make our overhead line system more resilient.
- Respond to incidents faster, with joint asset response teams, and respond safely to extreme and unpredictable weather.
- Enhance traffic management, improve our timetabling, enhance our operations capability and work closely with our industry partners.
- Work with stakeholders to increase freight services.
- Reduce disruption to freight services, with a 52 % reduction in cancellations from CP6.
- Focus on addressing heavy axle weight restrictions.

[2] Compared to CP6 exit. ORR's CP7 final determination set firm passenger train performance targets for the first two years of CP7 and indicative trajectories for Years 3-5. These targets have now been confirmed through a regulatory review which reset passenger train performance metrics, regulatory targets, and industry delay compensation parameters for Years 3-5 of CP7. This recognised the significant uncertainty in forecasting and setting targets for train performance. The review also confirmed "On Time to 3" as the lead punctuality measure.

		23/24	24/25	25/26	26/27	27/28	28/29
Passenger On Time to 3*	DP26	76.1 %	78.6 %	79.1 %	79.5 %	79.7 %	80.0 %
	DP24	76.1 %	77.7 %	77.7 %	75.3 %-85.5 %	74.7 %-84.9 %	74.8 %-85.1 %
Passenger Cancellations	DP26	4.9 %	4.7 %	3.9 %	3.7 %	3.7 %	3.7 %
	DP24	4.4 %	3.8 %	3.8 %	3.3 %-4.3 %	3.3 %-4.3 %	3.3 %-4.3 %
Freight Cancellations	DP26	2.9 %	1.7 %	1.4 %	1.4 %	1.4 %	1.4 %
	DP24	3.3 %	2.1 %	1.6 %	1.6 %	1.6 %	1.6 %
Freight Growth (net tonne kilometres)	DP26	-	-1.1 %	-8.0 %	-7.5 %	-2.3 %	0.8 %
	DP24	-	1.4 %	2.8 %	4.1 %	5.5 %	6.9 %
Composite Sustainability Index (CSI) (CP7 change % pts)	DP26	-	-	-	-	-	-2.9 %
	DP24	-	-	-	-	-	-2.0 %
Composite Reliability Index (CRI)	DP26	-14.3 %	4.1 %	7.8 %	6.1 %	-2.6 %	-3.2 %
	DP24	-	-2.4 %	-4.4 %	-6.5 %	-6.3 %	-6.6 %
Service Affecting Failures (SAFs)	DP26	3,659	3,482	3,403	3,470	3,700	3,730
	DP24	3,622	3,651	3,733	3,810	3,796	3,827

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. Darker coloured columns show our latest forecast against our original Delivery Plan. Implied On Time to 3 DP24 figures are derived from DP24 On Time targets. The above 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. ■ denotes March 2026 Delivery Plan forecast. – denotes March 2024 Delivery Plan. * Performance on Network Rail's network only.

Throughout the year we have seen sustained improvement in train service performance. This is as a result of our performance improvement plan where we are investing more money in train service improvements.

We're committed to delivering a great railway across our two routes and to continuing this performance improvement. Our detailed improvement plan was approved by the ORR in September 2024, and reinforces our commitment to collaborate with industry partners, to deliver the service levels passengers and freight users deserve.

Key initiatives

Our performance improvement plan contains around 50 activities we are undertaking by 2029 to improve train and freight performance.

Delivering good train service performance is a challenge for the whole industry with complex, interlinked issues. We're working collaboratively with our train and freight operating companies delivering our joint improvement plans. This includes taking a holistic approach between track and train to address key causes of delay, as well as how quickly we can recover when incidents occur.

We are supporting increases in train services on our network, with robust risk assessment and mitigation in place. We're working with Transport for Wales to support a significant increase in services in May 2026 in North Wales to deliver Network North Wales, high-profile changes that will transform connectivity in the local areas. Our joint T-network groups with TfW are also driving local performance improvement.

In the wake of a changing climate, recent autumns and winters have brought about more extreme weather events. Our passengers and stakeholders expect us to respond to these efficiently and recover quickly from these events. In readiness for this, we have completed extensive planning, and are implementing improvements to our asset weather resilience.

We continue to work closely with HS2 Limited to understand the performance risks and mitigation from their construction of the GWML / HS2 interchange station at Old Oak Common (a new eight platform station being constructed three miles west of London Paddington) which we forecast will have a significant impact on our performance delivery.

Freight

Britain relies on rail freight to keep powering the economy, and the rail freight business continues to grow. We're proud to support the rail freight sector, and we're committed to supporting the growth of rail freight in the region.

However, growth on Wales & Western has been affected by wider macro-economic factors which have affected our key traffic flows such as the weakness in construction flows which dominate freight traffic on our region. We're engaging with both rail freight operators and end users to understand how we can support the freight growth further. This includes research on how freight train speeds can be raised, notably in the Severn Tunnel.

The Wales and Borders route received the "Driving Rail Freight Growth" award at the Rail Freight Group Awards, in recognition of collaborative efforts to expand freight services and support local economies. Initiatives included an amended engineering access plan at Alexandra Dock Junction in Newport, and joint track inspections between Cardiff delivery unit and DB Cargo. We are also developing a new timetable for freight services to support increases in steel traffic to Port Talbot.

Our performance improvement plan		
Improve infrastructure reliability	Service recovery improvements	Better learning from incidents
Replacing overhead line headspans between Paddington and Hayes & Harlington	Upskilling our people	Developing enhanced maintenance regimes
Cutting back high-risk vegetation	Improving our weather resilience	Improving our drainage

Customers & communities

Our ambition

We want to excel at providing a safe and outstanding customer experience for all the users of the railway. We'll be a good neighbour and support our local communities.

Our key 2024-2029 customers & communities objectives and forecasts

- Improve passenger satisfaction by 7 %.
- Improve customer service and information, and install "changing places" toilets at our managed stations.
- Be a good neighbour, completing each lineside neighbour service request within 20 days.
- Support community rail initiatives across our region.

		23/24	24/25	25/26	26/27	27/28	28/29
Passenger Satisfaction	DP26	7.73	7.87	87.6 %	88.9 %	89.1 %	89.5 %
	DP24	7.73	7.80	85.8 %	84.2 %	84.4 %	84.7 %

Note: Grey columns are confirmed outturn for past years. Lighter coloured columns are forecasts for the current year. Darker coloured columns show our latest forecast against our original Delivery Plan. 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.
■ denotes March 2026 Delivery Plan forecast. – denotes March 2024 Delivery Plan.

Our Passenger Satisfaction score remains on course to achieve our target for the year. We know that satisfaction is heavily linked to train service delivery. Consistently running trains on time will help maintain high levels of satisfaction.

The Rail Customer Experience Survey (RCXS) is a new, industry wide survey providing a single, consistent view of rail customer experience across the network. 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 and advocacy, alongside key stages of the customer journey, using a continuous on-train survey approach to deliver robust, comparable insight for both local action and national benchmarking.

RCXS builds on the strengths of Wavelength while offering broader coverage, more regular surveys, a consistent methodology and richer insights. Faster access to results, improved comparability across the network, and shared dashboards will give Network Rail and operators clearer, more actionable insights

Key initiatives

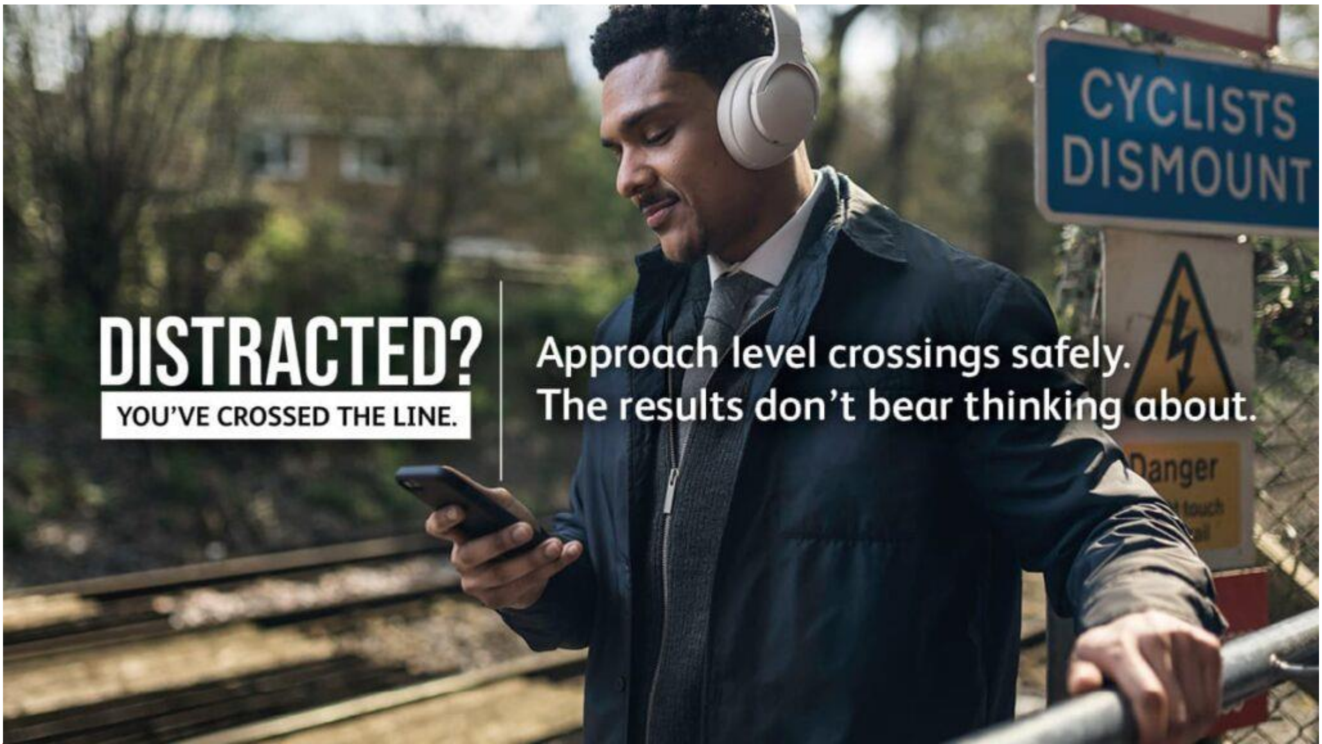
In addition to our plans for train service delivery across the region, we're responding directly to our passengers by improving experience at our managed stations (London Paddington, Reading and Bristol Temple Meads). We are prioritising key areas at stations such as cleaning, passenger assistance, and disruption information. Additionally, "Team Paddington", responsible for managing and maintaining Paddington station, has updated customer information boards, enhanced the seat reservation process to facilitate timely boarding, and improved communication between engagement and staff through morning and afternoon shift meetings.

Across Wales and Western routes, we'll continue to improve station accessibility, installing and renewing tactile paving, and addressing crossfall compliance at key locations. Passengers will also benefit from more reliable lifts and escalators, station footbridge refurbishments, and platform lighting improvements.

We're committed to being a good neighbour and to engaging positively with our partners and communities. However, we are falling short of our overall customer contact target. Most complaints require our frontline teams to undertake work, and we've had to balance these with activities to improve train performance. We are working to support closing complaints more quickly.

We'll continue to work closely with community rail partnerships, actively managing 20 local community schemes, and develop greater collaboration and alignment with regional stakeholders' initiatives to improve integrated customer experience.

In Wales, we estimate we have delivered over £10m of social value through our community engagement activities, including colleague volunteering.



We're committed to engaging with our local communities. Our dedicated community safety managers work with schools and local organisations to promote rail safety and engagement with the railway. We run safety campaigns to support the safe use of our network.

Efficiency

Our ambition

Every day, we have the responsibility to spend taxpayers' money effectively and efficiently. This will enable us to deliver a great performing railway which reduces whole industry net subsidy, protecting and generating additional industry revenue, in advance of industry reform.

Our key 2024-2029 efficiency objectives and forecasts

- Successfully deliver value for money in our £2.5bn of asset renewals and £2.8bn of operational expenditure, including over £530m of efficiencies.
- Be a more intelligent client with our supply chain, working more closely and collaboratively.
- Increase the services and facilities we provide at our managed stations, generating additional revenue for reinvestment.

		23/24	24/25	25/26	26/27	27/28	28/29
Opex efficiency (£m) *							
	DP26	-	19	50	82	119	176
	DP24	-	11	34	71	119	175
Capex efficiency (£m) *							
	DP26	-	58	112	179	260	355
	DP24	-	25	73	140	223	319

Note: These targets are from a CP6 exit baseline. Lighter coloured columns are forecasts for the current year. Darker coloured columns show our latest forecast against our original Delivery Plan. * Graphs show cumulative position.
denotes March 2026 Delivery Plan forecast. denotes March 2024 Delivery Plan.

We're forecasting to out-perform our efficiency target in the second year of CP7, supported by our Intelligent Client programme: a fundamentally revised approach to delivering our capital works portfolio. This helps to reduce efficiency delivery risk in future years. We have increased our overall efficiency delivery target to address financial pressures from inflation.

Key initiatives

We're committed to delivering stretching efficiency plans, remaining agile to the challenges of delivery due to the economic uncertainty we face in CP7, including inflation. Our operating costs will be 10 % cheaper, and our renewals over 15 % cheaper compared to CP6 (before inflation).

In addition to Intelligent Client (our flagship asset efficiency initiative for CP7) we have a range of efficiencies for our renewals portfolio, including more efficient delivery methods for key projects like replacing the overhead line headspans between Paddington and Airport Junction, as well as using digital technology to change how we plan and access the track for engineering works. Moving to a digital information solution is saving over £1.2m and gives our people access to better information in real time.

We've modernised our maintenance organisation, only sending the right number of people with the right skills, to do the right work at the right time – safely. We are now modernising our management structure, continuing to devolve more decision-making to our routes, so they can make the right, market-led decisions on asset renewal plans, to maximise efficiency.

Our industry efficiency collaboration has predominately focused on improved access strategies and delivery. For our larger capital projects, agreements to increase the use of longer blockades have been very successful for efficiency achievement. These blockades have also enabled us to reduce the overall impact on passengers and users of freight. We are exploring options to adopt day time access principles as well.

We are proactively adopting innovative technologies to enhance the passenger experience, strengthen safety and deliver smarter, more cost-effective ways of running the railway. This includes the trial of new technology to deliver cheaper signalling improvements on rural lines.

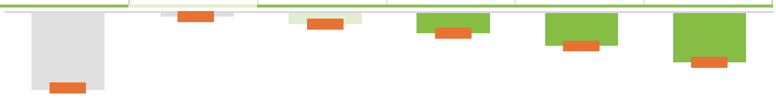
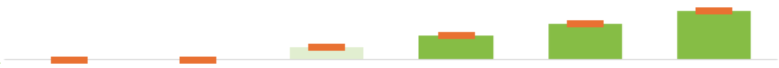
Sustainable growth

Our ambition

Our passengers and freight users are looking to rail for sustainable transport. We have a responsibility to reduce our carbon footprint, provide a resilient railway, and value our materials and land. We're committed to supporting the future prosperity of our communities, working with others to develop and deliver enhancements that support economic growth.

Our key 2024-2029 sustainable growth objectives and forecasts

- Lead action to mitigate the rising impact of climate change, promoting low emissions transport whilst reducing our own emissions.
- Improve biodiversity by 4 %.
- Be a resilient region, adapting to challenges presented by climate change.
- Work with stakeholders to develop local investment strategies.

		23/24	24/25	25/26	26/27	27/28	28/29
Carbon Emissions - Scope 1 & 2 Reduction (CP7 change % pts)							
	DP26	-33 %	-2 %	-5 %	-9 %	-14 %	-21 %
	DP24	-33 %	-2 %	-5 %	-9 %	-14 %	-21 %
Biodiversity Units Net Gain (CP7 change % pts)							
	DP26	-	0 %	1 %	2 %	3 %	4 %
	DP24	-	0 %	1 %	2 %	3 %	4 %

Note: These targets are from a CP6 exit baseline. Lighter coloured columns are forecasts for the current year.
Darker coloured columns show our latest forecast against our original Delivery Plan.
denotes March 2026 Delivery Plan forecast. denotes March 2024 Delivery Plan.

We're on track to achieve our 2025/26 target of 5 % reduction to carbon emissions from 2023/24. The introduction of zero emissions vehicles to our road vehicle fleet continues to deliver a major contribution to this reduction.

Key initiatives

To support our progress with decarbonisation and air quality improvement, we'll implement energy intervention initiatives to reduce consumption. We'll pursue alternative forms of energy acquisition to contribute towards the Government's objective of net zero carbon by 2050.

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

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

To improve our weather resilience, we've targeted expenditure on repeat flood risk sites, carrying out improvement works at St Georges level crossing, Gowerton and Skewern. We have implemented a water management task force to introduce a joined-up approach to water management with our neighbours to manage flood risk to our assets.

We'll also continue to make biodiversity improvements, through valued lineside management, as well as developing green roofs and station community gardens.

Finally, we'll deepen our engagement and working relationship with funders, local authorities and communities. We'll work to accelerate development around our stations to integrate rail with other forms of transport and enhance the overall public transport experience.

Working with partners, we are delivering exciting plans to improve the railway for the benefit of passengers and freight across the region. This includes the Mid Cornwall Metro where we opened a new platform at Newquay to support a doubling of train services from later in 2026.

People

Our ambition

Our people are at the centre of running the railway. We want our commitment to care for each other, and keep everyone safe, well and engaged, to be visible every day.

Our key 2024-2029 people objectives and forecasts

- Improve our employee engagement to 64 %.
- Be recognised for our commitment to be equitable, diverse and inclusive.
- Collaborate with our industry partners to ready ourselves for industry reform.
- Improve our workplaces with the right welfare facilities.
- Invest in training and competence so that our people have the right skills for their role.

		23/24	24/25	25/26	26/27	27/28	28/29
Employee Engagement	DP26	52 %	60 %	61 %	62 %	63 %	64 %
	DP24	48 %	49 %	49 %	50 %	50 %	51 %

Note: Grey columns are confirmed outturn for past years. Lighter coloured columns are forecasts for the current year. Darker coloured columns show our latest forecast against our original Delivery Plan.
■ denotes March 2026 Delivery Plan forecast. ‒ denotes March 2024 Delivery Plan.

In March 2025 we ran our employee engagement survey and achieved an 8 % improvement in engagement on the previous year. Our managers have collaborated with their teams to develop action plans for further improvement.

Key initiatives

We have revitalised our people strategy, focused on creating an engaged, skilled and well-cared for workforce.

We are focused on embracing continuous modernisation and innovation, including collaborating with our industry partners to drive progress and create readiness for industry integration ahead of GBR, building a sustainable, modern and flexible organisation.

We'll have a safe and caring culture that fosters a learning culture within our organisation, and we aim to develop empowered leaders, supported by great internal and external communications.

We've a strong commitment to equity and inclusivity. We'll create a safe, welcoming, respectful, and inclusive environment for all our people, passengers, and our supply chain in which everyone can feel valued for who they are, and where our workforce is reflective of the communities we serve.

We're using strategic workforce planning so we've the right people, with the right skills, in the right place to develop and implement modernised ways of working. We have successfully implemented cross-industry apprenticeship placements and secondments with TfW and GWR, aiming to provide industrywide experience and exposure.

We continue to strengthen our competence management plans, so our people remain competent to deliver their accountabilities.

We'll give our people better tools to do a great job, challenging processes and ways of working that add no value. Our workplaces will be modern, safe, and clean providing a great working environment for all our people.

Charles, Tamzin, Ryan and Sam are all developing their railway careers through Network Rail's apprenticeship scheme. This offers more than just training - providing nationally recognised qualifications, real-world experience, and clear pathways for career development. By investing in people we're not just building skills - we're creating careers for life.

Our income and expenditure

Introduction

In this section we provide an overview of our CP7 Year 3 income and expenditure (based on a forecast as at February 2026) 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

We aim to deliver operations that provide seamless services to our customers, a service that mitigates the risk of delays, and provides fast recovery when delays happen. We're expanding the rollout of traffic management technologies to the rest of the region, allowing us to run more trains safely, more reliably, and manage the rail network more efficiently for passengers and customers.

We continue to focus on making sure we've got the right level of resourcing in our operations functions, developing our colleagues, maintaining high levels of competence, capability and productivity, attracting new talent, and managing our vacancy gaps – which is now below 4% for signallers. We're putting in place a longer-term plan which will reflect the demographic profile of our workforce.

Our control rooms are at the heart of our business, working to see our trains run on time and dealing with incidents as they arise. We're seeing benefits from our investment in upskilling our control teams with a new leadership academy, and will continue to improve this vital function which monitors and manages the delivery of train services.

We're using data to identify improvements to be implemented into the timetable, to deliver a high performing railway on which our passengers and freight customers can rely.

Support

Our support functions comprise regional teams covering finance, human resources, health, safety and environment leadership, commercial and Capital Delivery. At a route level, support comprises our managed stations, route planning, investment performance and customer relationship teams. We continue to exercise close scrutiny on resourcing in our central functions, so that they continue to be efficient and providing value to the route and delivery teams they support.

Maintaining and renewing our railway (including other capital expenditure)

Our goal is to deliver a high-performing railway for passengers and freight users, balancing asset needs and affordability. In CP7, we aim to maximise safety and train service performance within available funding.

In line with our market-led approach, our decision making has been informed by considering wider social and economic factors. We've made key trade-offs within our asset management plans, to invest funding in high-risk areas to deliver our targets for safety, performance and reliability. We've strengthened maintenance regimes in some areas, enabling renewals funds to be re-prioritised, notably to support performance improvement on key lines of route. We continue to keep our plans under review to deliver the best service for passengers and freight users.

We've continued to work with our Technical Authority and the England & Wales regions to develop a safety risk assessment framework that enables us to more thoroughly and consistently understand the detail 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.

Our devolved operating model brings together leadership of our renewals and maintenance activity in route-based teams, which has deepened alignment between our asset management and maintenance teams and our renewals and maintenance plans for CP7.

During the year we have changed the type of work we want to undertake in renewals and maintenance in years 3-5 of CP7 for the benefit of safety, asset, and train performance. This has meant some original effective volumes will no longer be required.

In light of these changes, our latest modelling indicates that average asset age will increase, compared to the start of CP7, beyond our original regulatory target of -2.0 % in the Composite Sustainability Index (CSI). We are working with ORR to explore resetting our regulatory target for CSI to take account of the latest forecast, using the regulator's CP7 Managing Change Policy.

Our CP7 maintenance and renewals activity and expenditure by asset is as follows:

Table 1. CP7 Years 1-2 activity and expenditure and planned CP7 Years 3-5 activity and expenditure (£m, post-efficient cash prices inclusive of risk, linear volumes).

		Expenditure		Volumes	
Asset type	CP7 priorities (and any key changes)	**Total CP7** March 2024 Delivery Plan	**Total CP7** March 2026 Delivery Plan	**Total CP7** March 2024 Delivery Plan	**Total CP7** March 2026 Delivery Plan
Track	Focus on performance requirements, addressing high-risk areas for speed restrictions, and reducing maintenance requirements through condition-led plain line renewals.	£681m	£676m	479km plain line 308 S&C units	406km plain line 355 S&C units
Off track	Fencing renewals to reduce animal incursions and a major vegetation management programme to improve train service performance.	£96m	£79m	647km	519km
Signalling	Renewal of the oldest electronic infrastructure, removing obsolete equipment, and renewing life-expired computerised signalling on the Cambrian line. Development costs for FP1 re-signalling works have been rephased.	£422m	£349m	3,514 SEUs [3]	2,441 SEUs [3]
Level crossings	Renewing life-expired level crossings to modern standards and implementing user safety interventions. Reduction in non-volume expenditure.	£110m	£93m	97 volumes [4]	96 volumes

Structures	Activity refocused on addressing key risks and maintaining safety with increased expenditure on asset examinations, condition-based renewals for tunnels (including drainage in the Severn Tunnel), and bridge works.	£340m	£329m	46,146m^2	27,450m^2
Earthworks	Investing in failure detection equipment and geotechnical instrumentation to improve weather / climate change resilience.	£308m	£244m	5,649 volumes	2,367 volumes
Drainage	Continuing significant investment in drainage maintenance with dedicated teams to complement the renewals programme. Track drainage refurbishment volumes increased to improve performance during severe rainfall.	£77m	£82m	125,002m	109,931m
Buildings	Investing in depot schemes for TfW and GWR to support train operators in maintaining fleet and equipment. Reduction in non-volume expenditure.	£301m	£218m	292,779m^2 [4]	216,720m^2
Electrification & Fixed Plant	Replacing overhead line headspans between Paddington and Airport Junction and renewing the overhead line conductor beam system in the Severn Tunnel.	£189m	£183m	478 volumes [4]	605 volumes
Telecoms	Renewing customer information systems at Paddington and Reading stations and upgrading telecoms network battery and charging systems. Volumes increased due to revised renewals plan phasing.	£64m	£59m	5,295 volumes	6,414 volumes
Other renewals	Improvements track worker safety, security, environmental sustainability, weather resilience, and commercial and workplace property renewals. The March 2024 figure included a funding overlay due to higher inflation than that assumed in the October 2022 Statement of Funds Available. We've now eliminated this overlay with changes to other parts of the plan, which changes the overall other renewals total.	£136m	£178m	n/a	n/a
Maintenance	We have rebalanced our asset management approach to invest more in maintenance. This supports additional activity delivering more reliable train services, as well more heavy maintenance works which benefit a broader range of assets. We have increased in-house resources to reduce sub-contracting.	£1,578m	£1,879m	n/a	n/a

[3] SEU: Signalling Equivalent Unit, a measure of signalling volume.
[4] Restated to correct typographical error in March 2024 Delivery Plan.

CP7 income

Our income is made up of charges that passenger and freight operators pay for access to the rail network and income from our property assets, such as rental income at our managed stations. We also receive around two thirds of our income in grants from government, in place of access charges, which are agreed through the periodic review process.

Our access charging income reflects the latest price lists and traffic forecasts for CP7, including the introduction of new open access operators later in CP7. Our forecasts also reflect the freight growth target in our plan.

Our property income forecast is closely linked to our investment in our property portfolio, in particular our revenue-generating renewals. We aim to support our business and contribute to our financial performance by growing our revenue from retail, including improving facilities at our managed stations. We also work with third parties to realise income from development opportunities relating to our property.

Risks, uncertainty and opportunities

We face many risks, opportunities and areas of uncertainty in CP7. We've a defined risk management process which seeks to maximise opportunities and minimise threats, and to provide assurance of delivery of our outcomes. Our risks have detailed mitigations in place, and we'll continue to be agile and flexible to respond to changing circumstances in CP7.

Our principal opportunities, risks and mitigations for CP7 are summarised as follows:

Description	Examples of mitigations / actions
Industry reform: opportunity to enhance industry collaboration.	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 operator and Network Rail route teams to unlock improvements. Initiatives like our transport partnership with TfW, our alliance with GWR and "Team Paddington" are delivering industry collaboration benefits prior to reform.
Inflation / input prices: 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.	Robust quarterly business plan update involving the regional executive including group chief finance officer (CFO) and ORR reviews. Ongoing cost control, use of risk funding. In light of the financial challenges, our latest plan accounts for a small reallocation of funding to our regions to support the delivery of renewals activity in CP7, with additional expenditure targeted on earthworks assets.
Train performance: train performance is lower than forecast.	Strong industry alignment and collaboration, and meaningful Joint Performance Strategies, recognising that delivering performance improvement is a whole industry responsibility.
Efficiency: efficiency opportunities not realised.	Detailed efficiency tracking and governance, ongoing efficiency development. Planning for outperformance to cover any shortfalls.
Weather resilience / climate change: weather related incidents cause high levels of service disruption, cost and reputational impact.	Investment in weather resilience and climate change adaptation, robust incident response.

Safety: unanticipated safety issues arise in CP7.	Use of safety bow-tie risk assessment framework, operational restrictions, risk funding to increase expenditure if required.
Deliverability, including risk of supplier vulnerability: projects delayed with associated cost escalation, including the complex technology / signalling projects.	Deliverability reviews, overplanning to minimise under-utilisation of funding. Intelligent Client capital delivery model to keep check on cost and delivery.
Income: lower levels of income (charging and property income) from lower services and lower footfall.	Income assumptions to use latest forecasts for passenger and traffic volumes, use of risk funding.
HS2: disruption due to the construction of the HS2 / Great Western mainline interchange station at Old Oak Common.	Robust contingency planning, cross-industry timetable development, infrastructure and service mitigations (funded by HS2 Ltd), robust response to incidents.
Carbon reduction: fail to meet our carbon reduction targets.	Energy interventions to reduce consumption. Road fleet & plant transition to 100 % ZEVs. Decarb via alternative energy acquisition.
Asset sustainability: need for asset reliability to support train service performance.	Risk-based asset renewals such as investment into making overhead line more resilient. Investing in weather and climate change adaptation of assets.

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 target
Safety	Train Accident Risk Reduction	95 %
	Workforce Fatalities and Weighted Injuries	0.066
	Personal Accountability for Safety (PAFS)	120
Train service delivery	Passenger On Time to 3 [5 6]	79.5 %
	Passenger Cancellations [5 6]	3.7 %
	Freight Cancellations [5]	1.4 %
	Freight Growth (net tonne km) [5]	-7.5 %
Customers & communities	Passenger Satisfaction (RCXS)	88.9 %
Efficiency	Operational Expenditure Efficiency [5]	£32m
	Capital Expenditure Efficiency [5]	£67m
	Financial Performance Measure (FPM) – opex and income [5]	£0m
	Financial Performance Measure (FPM) – renewals [5]	£0m
Sustainable growth	Carbon Emissions - Scope 1 & 2 Reduction [5]	-9 %
	Biodiversity Units Net Gain [5]	2 %
People	Employee Engagement	62 %

[5] Regulatory success measures with targets set in ORR's final determination.
[6] ORR's CP7 final determination set firm passenger train performance targets for the first two years of CP7 and indicative trajectories for Years 3-5. These targets have now been confirmed through a regulatory review which reset passenger train performance metrics for Years 3-5 of CP7. This also confirmed "On Time to 3" as the lead punctuality measure.

Key priorities for each strategic theme

Safety

Strengthening our assurance and modernising track worker safety with technology such as Podflo, and using the signalling system to protect engineering works.

Train service delivery

Safely deliver continued improvements in train service performance for our passengers through deeper collaboration with our train operator and freight colleagues within the whole system model. Wider use of technology to link engineering access planning to the signalling system.

Customers & communities

We'll be a good neighbour, aiming to complete each lineside neighbour service request within 20 days and continuing to support community rail. We'll improve passenger experience at our managed stations through information improvements.

Efficiency

Deliver a further £99m of efficiency, building on the successful delivery of efficiencies in 2025/26. We'll continue developing track and train integration, establishing strong foundations for GBR by delivering deeper devolution programme, supporting rail reform in Wales, and integration in with GWR.

Sustainable growth

We'll continue to implement initiatives to reduce our energy consumption and to reduce our carbon emissions. We'll make progress on our weather resilience initiatives. We'll deliver enhancements across our network that support economic growth by delivering projects such as Metro West 1b, Cowley, Oxford, South Wales "Burns" stations, Access for All and HS2 at Old Oak Common.

People

We'll strengthen our culture of physical and psychological safety, enabling our people to do their best work through visible leadership, faster learning loops, mental health and sexual harassment prevention strategies.

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 forecast 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	0.064	0.059
	Personal Accountability for Safety (PAFS)	115	115
Train service delivery	Passenger On Time to 3 [7 8]	74.8 % - 85.1 %	80.0 %
	Passenger Cancellations [7 8]	3.3 % - 4.3 %	3.7 %
	Freight Cancellations [7]	1.6 %	1.4 %
	Freight Growth (net tonne km) [7]	6.9 %	0.8 %
	Composite Sustainability index (CSI) [7]	-2.0 %	-2.9 %
Customers & communities	Passenger Satisfaction [9]	7.86	89.5 %
Efficiency	Operational Expenditure Efficiency [7]	£175m	£176m
	Capital Expenditure Efficiency [7]	£319m	£355m
	Financial Performance Measure (FPM) – opex and income [7]	£0m	£0m
	Financial Performance Measure (FPM) – renewals [7]	£0m	£0m
Sustainable growth	Carbon Emissions - Scope 1 & 2 Reduction [7]	-21 %	-21 %
	Biodiversity Units Net Gain [7]	4 %	4 %
People	Employee Engagement	51 %	64 %

[7] Regulatory success measures with targets set in ORR's final determination.
[8] ORR's CP7 final determination set firm passenger train performance targets for the first two years of CP7 and indicative trajectories for Years 3-5. These targets have now been confirmed through a regulatory review which reset passenger train performance metrics for Years 3-5 of CP7. This also confirmed "On Time to 3" as the lead punctuality measure. Implied On Time to 3 DP24 figures are derived from DP24 On Time targets.
[9] 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.

B. CP7 financial summary

CP7 expenditure

Table B1. CP7 expenditure (March 2026 CP7 Delivery Plan update and March 2024 CP7 Delivery Plan).

	March 2026 Delivery Plan					
£m in cash prices	2024/25	2025/26[10]	2026/27	2027/28	2028/29	CP7 Total
Operations and Support	186	198	205	181	181	952
Maintenance	367	387	378	371	376	1,879
Renewals (incl. other capital expenditure)	559	501	472	485	448	2,465
Input price risk funding	0	0	0	14	25	39
Industry costs and rates [11]	42	43	52	53	54	245
Electricity for traction (EC4T)	73	62	68	65	67	334
Allocated expenditure [12]	180	192	232	265	287	1,157
Total expenditure (excl. EC4T)	**1,334**	**1,322**	**1,339**	**1,370**	**1,372**	**6,737**
Total expenditure	**1,407**	**1,384**	**1,407**	**1,435**	**1,439**	**7,071**

	March 2024 Delivery Plan					
£m in cash prices	2024/25	2025/26	2026/27	2027/28	2028/29	CP7 Total
Operations and Support	188	178	178	176	178	898
Maintenance	333	312	308	306	320	1,578
Renewals (incl. other capital expenditure)	527	542	539	483	464	2,556
Input price risk funding	0	7	36	77	93	213
Industry costs and rates [11]	43	43	49	50	51	236
Electricity for traction (EC4T)	70	65	70	70	71	346
Allocated expenditure [12]	224	234	236	235	238	1,166
Total expenditure (excl. EC4T)	**1,315**	**1,316**	**1,346**	**1,327**	**1,345**	**6,648**
Total expenditure	**1,385**	**1,381**	**1,416**	**1,397**	**1,415**	**6,995**

[10] CP7 Year 2 expenditure is based on a forecast as at February 2026.
[11] Industry costs and rates include Cumulo Rates, ORR subscription, Rail Delivery Group subsidy.
[12] Central functions costs allocated to regions.

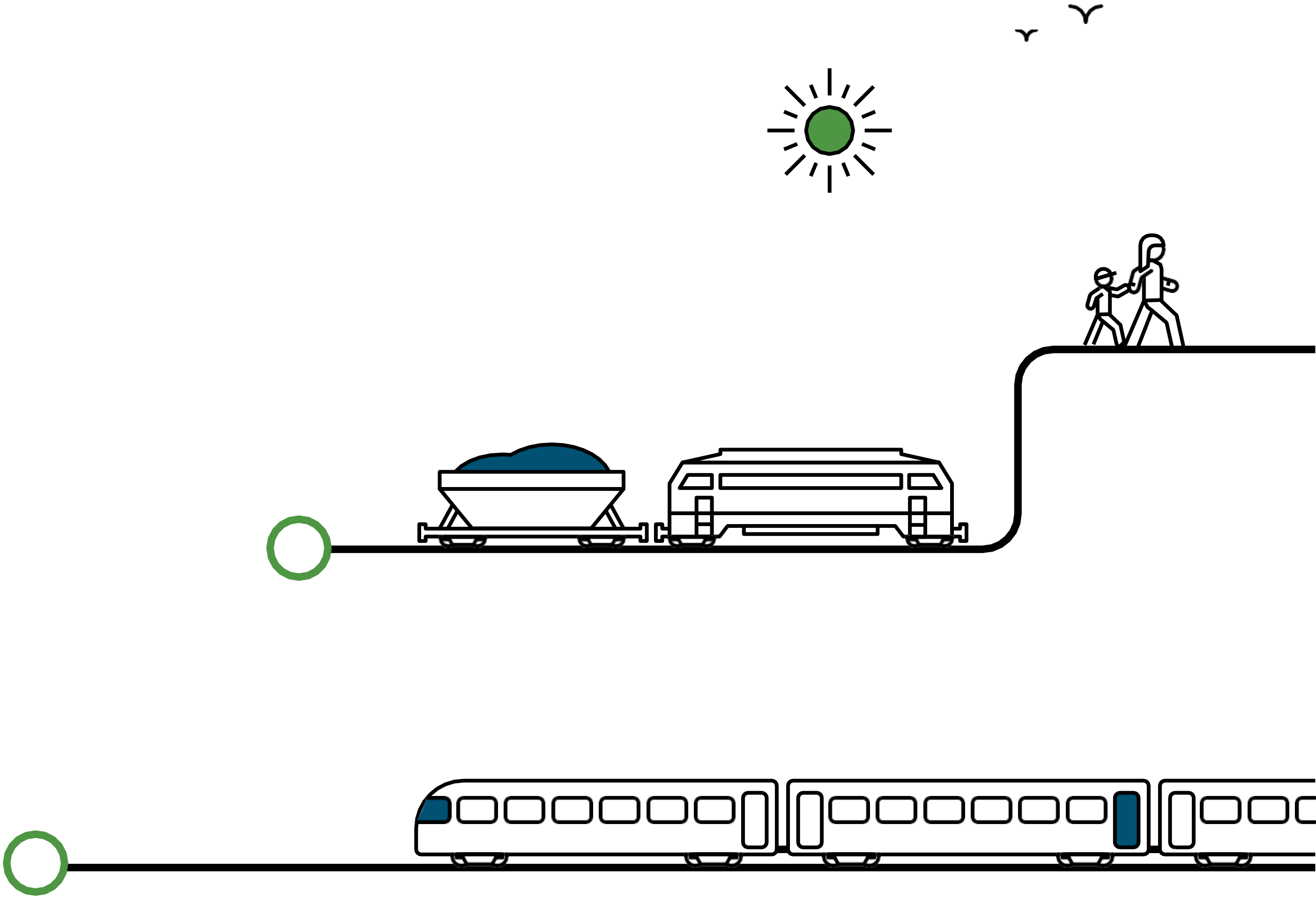
CP7 income

Table B2. CP7 income (March 2026 CP7 Delivery Plan update and March 2024 CP7 Delivery Plan)

	March 2026 Delivery Plan					
£m in cash prices	2024/25	2025/26[13]	2026/27	2027/28	2028/29	CP7 Total
Access charging income [14]	-303	-306	-313	-333	-329	-1,584
Commercial and other income	-144	-164	-155	-161	-171	-795
Network Grant	-886	-831	-866	-861	-856	-4,300
Net Schedule 4 & 8	9	10	10	3	3	35
Allocated income	-10	-31	-16	-18	-19	-93
Electricity for traction (EC4T)	-73	-62	-68	-65	-67	-334
Total income (excl. EC4T)	-1,334	-1,322	-1,339	-1,370	-1,372	-6,737
Total income	**-1,407**	**-1,384**	**-1,407**	**-1,435**	**-1,439**	**-7,071**

	March 2024 Delivery Plan					
£m in cash prices	2024/25	2025/26	2026/27	2027/28	2028/29	CP7 Total
Access charging income [14]	-306	-310	-312	-329	-324	-1,580
Commercial and other income	-144	-154	-158	-162	-166	-784
Network Grant	-880	-840	-864	-822	-841	-4,247
Net Schedule 4 & 8	19	3	3	3	3	31
Allocated income	-3	-16	-16	-16	-17	-67
Electricity for traction (EC4T)	-70	-65	-70	-70	-71	-346
Total income (excl. EC4T)	-1,315	-1,316	-1,346	-1,327	-1,345	-6,648
Total income	**-1,385**	**-1,381**	**-1,416**	**-1,397**	**-1,415**	**-6,995**

[13] CP7 Year 2 income is based on a forecast as at February 2026.
[14] Charging income includes Train and Freight Operator Fixed Track Access, Variable Track Access and Electricity Access Usage Charge.



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