

Half-year performance report

April - October 2024

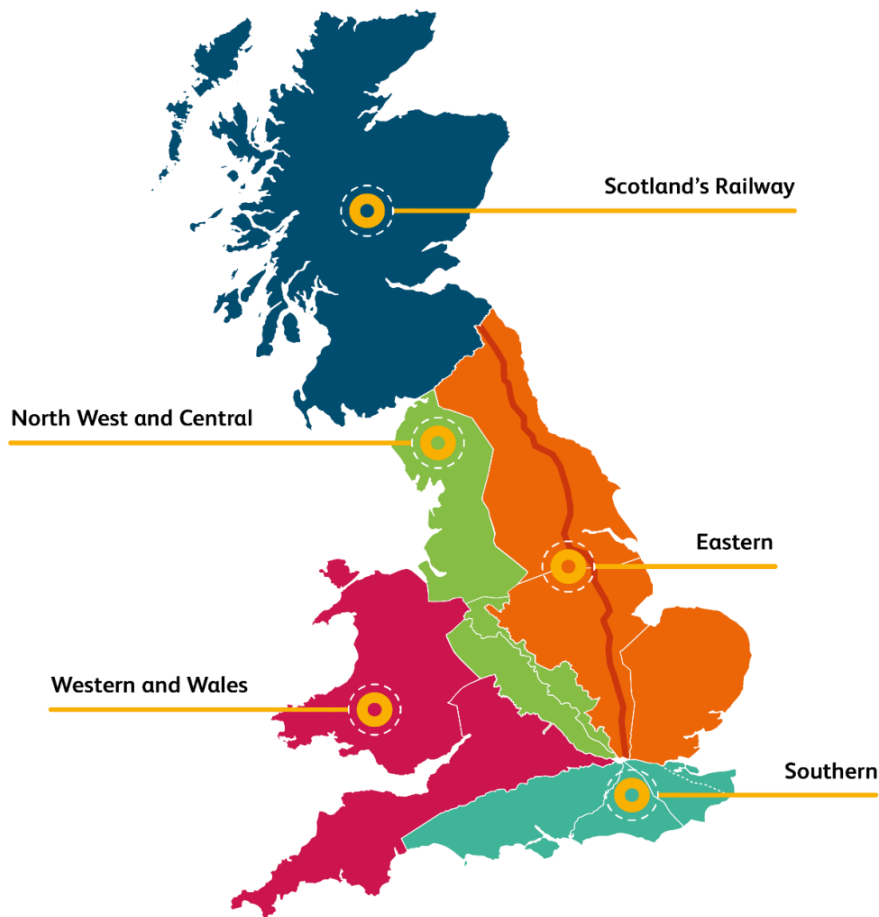
Welcome to our half-year report

This report covers the first half of 2024/25, from April to October 2024 (periods one to seven)

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About Us



Our vision – Simpler Better Greener

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

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

Our purpose

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

Our role

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

Our routes and regions

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

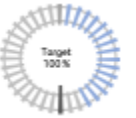
Each region supports one or more routes. A region plans and responds to what passengers want and need from the railway, each region has its own Managing Director.

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

National Performance

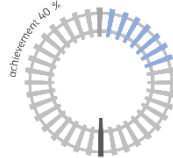
We set ourselves stretching targets at the start of the financial year focusing on areas that are of importance to our organisation and our strategic objectives with our passengers and stakeholders in mind. We are working hard with our industry partners to deliver improvements to ensure a safe and reliable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

Overall National Scorecard Performance
79.0%



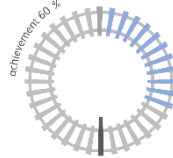
Train service delivery

On Time
67.7%



Train performance has been challenging in the first half of the year. Whilst the number of issues with our infrastructure has remained similar, our ability to get services running again has worsened. Other causes of delays are due to access issues, train crew and fleet availability, and we've seen a significant increase in time taken to recover from external incidents such as trespass and vandalism. To improve, the Network Performance Board has set key industry priorities with aligned workstreams, and we continue to invest in Research & Development to find innovative solutions to our infrastructure challenges.

Freight Cancellations
1.5%

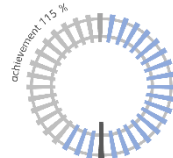


Performance has been mixed; Freight Cancellations are narrowly behind target year-to-date. A rise in external and severe weather incidents has hampered further progress ahead of the typically more exacting Autumn and Winter periods. System Operator and Routes have developed seasonal preparedness plans to support freight and develop ways to mitigate the impact of severe weather through these changeable periods.



Safety

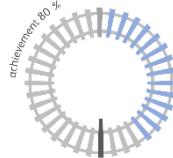
Passenger Safety Milestones
83.1%



Passenger Safety Milestones is a new measure for tracking the enhancement of public and passenger safety. We are currently on target to deliver our national passenger safety milestones.

During the production of this report, a Transport for Wales passenger service from Shrewsbury to Aberystwyth (Wales & Western Region) collided with another train on the Cambrian Line. One passenger tragically died, and 15 other people required hospital treatment. The Rail Accident Investigation Branch (RAIB) have started an independent safety investigation into the cause of the incident.

Workforce Safety Fatalities and Weighted Injuries
0.060

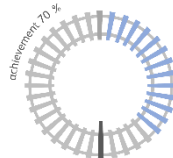


Safety is at the heart of everything we do, with our safety vision of 'everyone home safe everyday' remaining strong. We have had no fatalities to date and are reporting our best ever Fatalities and Weighted Injuries (FWI). Focus is still required on reducing the number of slip trips and falls which account for nearly 50 % of FWI. Route slip trips and falls workshops to upskill from tline managers are ongoing.



Efficiency

Financial Performance
-£157.9m

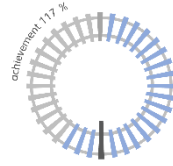


We are currently behind our financial target, primarily due to rising costs in our renewals portfolio. This has impacted regions across England and Wales, particularly in Track and Signalling, where access constraints have led to prolongation costs. Additionally, the reprioritisation of workbanks across regions have further contributed to the financial pressure. The regions are continuously reviewing their workbanks and making changes to reduce the overall pressure on the budgets.



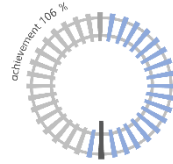
Sustainable growth

Enhancement Milestones
83.3%



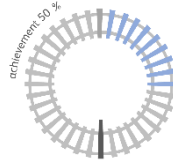
This measure helps us to track our progress against key enhancement projects across the network. We have delivered nearly half of our national enhancement milestones to date.

Effective Volumes
101.2%



This is a measure of how much additional life our renewal activities add to our assets. We are currently behind our target due to regional work bank changes, largely driven by our continuous review of plans to achieve optimal intervention and deliver value for money.

Route to Net Zero
1.0%

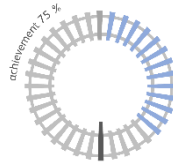


Route to Net Zero helps us measure our % reduction in carbon emissions across four categories: energy, fuel, business travel and waste. We are currently on target, but we need to continue driving efficiencies in our energy consumption to make sure we meet target at year end.



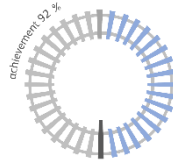
Customers and communities

Passenger Satisfaction (Wavelength)
7.82



Our measure of passenger satisfaction is currently performing ahead of target. However, due to the strong correlation to train performance, we predict that it will be a challenge to maintain this, taking into consideration the range of issues that affect passenger perception (e.g. performance in the autumn and winter months).

Customer Contact
92.2%

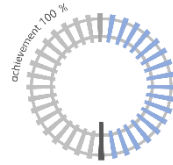


This year's targets have proven difficult to achieve, and whilst performance varies between regions, the average age and quality assurance measures are the most challenging to meet consistently. On a positive note, we have received over 10% fewer complaints than at the same period last year, leaving us in a strong position for the remainder of the year.



People

Employee Engagement
52%

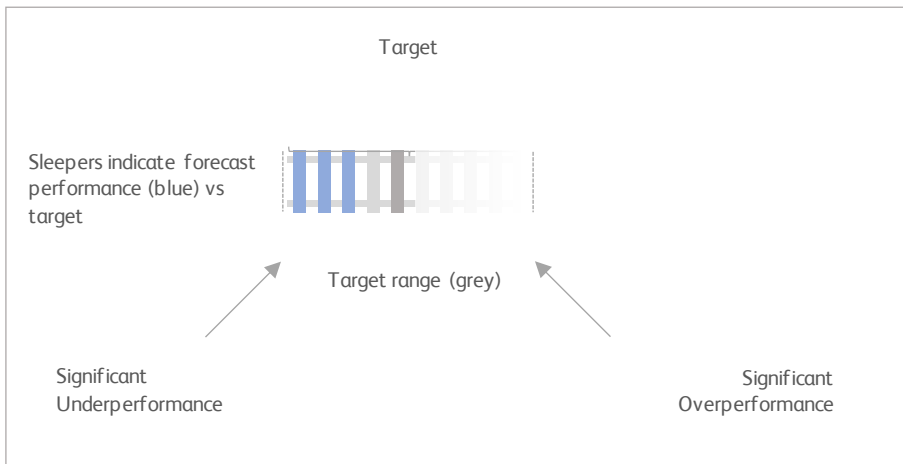


Our next employee survey to takes place in March 2025 where we seek to achieve our target of 52%. There is a range of activity underway to support this, some of which is the delivery of a national induction programme, systems thinking interventions across maintenance delivery units and leadership and management development programmes.

How to read the performance infographic

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

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



Region Performance

Eastern

Train Service Delivery

On Time



Freight Cancellations



We measure train performance by the percentage of trains that arrive at each station on time or earlier. So far this year, performance has fallen short of the target by 1.3 %.

Despite a reducing regularity of infrastructure related performance incidents, we have seen an increase in delays associated leading to a decline in On Time performance. We've experienced a significant rise in external incidents, such as trespassing, particularly on routes near London that heavily impact On Time performance. Additionally, wider industry challenges such as traincrew shortages and industrial action have affected punctuality, though we expect an improvement in such areas following resolution of pay disputes.

Working alongside train operators, we are advancing performance improvement plans to address these challenges. A performance recovery plan is also being developed, focusing on key issues, particularly improving performance on high-traffic routes like the North London Line on the Anglia route and services between Leeds, Bradford, and Skipton on the North & East route.

With these improvement plans in place, we are forecasting an improvement in our On Time trajectory by year-end. Strong seasonal performance during autumn and winter, supported by our seasonal delivery strategy to manage extreme weather, will also be crucial to achieving this goal.

We assess our freight performance by measuring the percentage of planned freight services cancelled due to Network Rail causes. This year, we've focused heavily on mitigating repeat flooding and weather-related disruptions, which significantly impacted freight services last winter. While we are slightly behind our year-to-date target, we remain positive about meeting our year-end target and improving on last year's performance.

Safety

Passenger Safety Milestones



Workforce Fatalities and Weighted Injuries



This year, we have introduced a new measure for tracking progress against 20 milestones aimed at enhancing public and passenger safety. So far, we have completed two of our Passenger Safety Milestones, including the review of leading indicators for public and passenger safety, and comprehensive multidisciplinary reviews of our signalling system's safety. Most of our milestones are scheduled for completion later in the year, and to support the achievement of our 80 % target, we have strengthened our safety team by recruiting a new Head of Passenger Safety.

In addition to public and passenger safety, workforce safety performance is also measured through our scorecard using the Workforce Fatalities and Weighted Injuries (FWI) metric. We are aiming to improve on last year's FWI performance, with a reduction in workforce safety incidents compared to this time last year, making Eastern one of the top-performing regions nationally. We are on track to meet our year-end target, with an opportunity to outperform as our teams remain focused on enhancing safety through the implementation of our workforce safety strategy.

Efficiency

Financial Performance Measure



Our Financial Performance Measure (FPM) is currently £26.5m adverse. While we are underperforming against the target, this represents an improvement from the same period last year due to stronger financial control.

Despite robust Opex performance, the full-year FPM forecast projects a £45.7m adverse result, driven by costs caused by train service delays (Schedule 8 payments), and the deferral of renewal volumes to the next financial year. We anticipate an increase in Schedule 8 costs following a challenging summer period, however we aim to mitigate this through the implementation of our train performance improvement plans. We are actively refining our financial forecasting across the region to mitigate adverse impacts on FPM and ensure value delivery across our renewals and enhancements portfolio.

Sustainable Growth

Enhancement Milestones



Effective Volumes



Route to Net Zero



So far, we have completed three of our Enhancement Milestones, including the successful delivery of our National Scorecard milestone on the Northumberland line, the early completion of the Power Supply Upgrade programme at Shilbottle, and the Midland Mainline electrification milestone from Kettering to Wigston. We anticipate achieving our full-year target and will continue to monitor delivery risks in the second half of the year.

Year-to-date, we have exceeded our Effective Volumes target due to budget phasing and the early completion of works, especially within the structures portfolio. However, our full-year forecast is currently behind target, mainly because of the rephasing of volumes into the next financial year for the Cambridge Resignalling programme and the reprofiling of the Ferrybridge to Goole signalling renewal commissioning.

Route to Net Zero (RTNZ) is our new environmental metric designed to guide our progress toward achieving net zero carbon emissions. RTNZ tracks our percentage reduction in emissions from energy, fuel, business travel, and waste. For quarter 1 (April to June), we have performed well against our annual target of a 2% reduction, largely due to a 13% decrease in diesel consumption, the second-largest contributor to RTNZ after electricity usage. We will continue promoting behavioural change initiatives across our workplaces, following a trial in the North & East route to support the achievement of our targets.

Customer and Communities

Passenger Satisfaction (Wavelength)



Customer Contact



Our objective is to continue our work to become an excellent customer services organisation, and we are committed to continuously enhancing our customer experience. In the first half of this year, we have exceeded our Customer Contact target. Building on the strong performance from 2023/24, we have achieved 144.5% year-to-date against our 100% target. This success is driven by excellent year-to-date results in both our customer survey and quality assurance scores. Based on our current performance, we also expect to surpass our complaints targets with a reduction in the complaints received compared to last year. We aim to sustain this strong performance throughout the rest of the year to ensure we continue delivering excellent service to our customers.

Passenger Satisfaction (Wavelength) measures how satisfied passengers are with their most recent journey. Satisfaction is closely linked to On Time performance, and while many key factors relate to the onboard experience of passengers, both train performance and station experience play a significant role in overall satisfaction. We aim to improve upon our 2023/24 performance, and our year-to-date score has risen to 7.83 from 7.76 at this time last year. This highlights the positive effect of our Customers and Communities strategy on passenger experience, including efforts to create more welcoming stations, improve accessibility, and provide high-quality passenger assistance. If we maintain this level of performance, we are on track to meet our target.

People

Employee Engagement



Last year's Your Voice survey yielded a regional employee engagement score of 50%. In response, teams across the region have created action plans to address areas of lower performance, with the goal of enhancing employee satisfaction and engagement. Our recent Eastern Business Briefing event shined a spotlight on our people, and how the business can support colleagues in the region. This included a focus on local route initiatives to promote equity, diversity, and inclusion, such as the Anglia route's 'Angli-her' network, which aims to improve the experiences and opportunities for women working in rail.

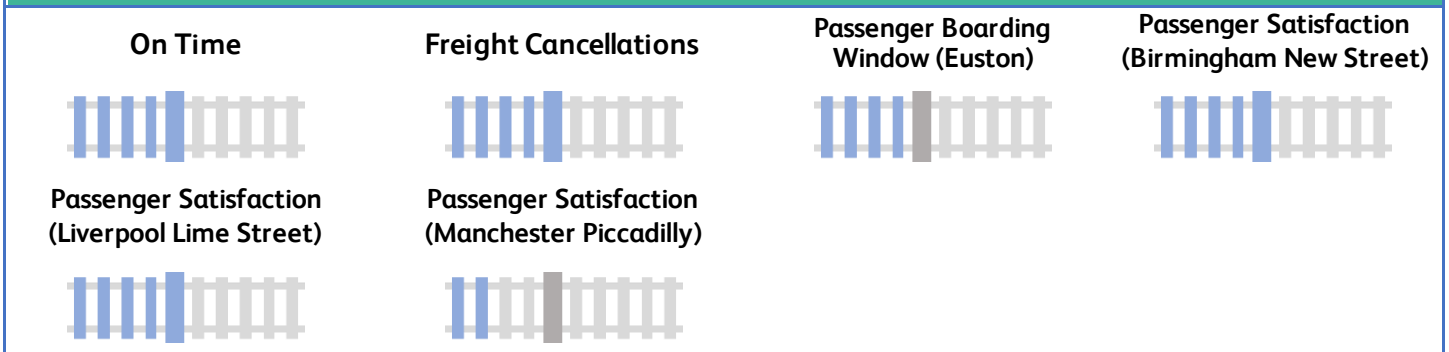
We expect another Your Voice survey to take place before the year's end, and we are striving for an improvement in engagement compared to last year's results.

Overall Scorecard

84.5% versus Target of 100%

North West & Central

Train Service Delivery



Our objective is to deliver 63.4 % On Time train performance (as a moving annual average) and we have delivered 63.3 % of passenger services on time on this basis. From 1 April this year, around 35.5 % of passenger services did not arrive at stations on time. Common themes affecting performance this year include train crew shortages and rolling stock issues, accounting for 5.2 (out of 35) percentage points of the impact on On Time. Isolated significant infrastructure incidents (such as signalling power outages, points failures and dewirements of the overhead lines), accounted for a 2 percentage point impact. Trespass, vandalism and fatalities contributed 1.5 percentage points with trespass the main component. And extreme weather contributed approximately 1 percentage point impact. The remaining On Time failures are associated with 1 and 2 minute delays which are unattributed due to limitations within the delay attribution process.

Freight cancellations are underperforming our target at 1.3 % services cancelled against a target of 1.19 % (both as a moving annual average). Freight services have been particularly impacted by infrastructure failures including points failures and overhead line issues that account for 34 % of cancellations to date, with flooding incidents around Plumpton and Carlisle and damage caused by Storm Lillian also key factors impacting performance.

A wet winter and spring in 2024 led to many geotechnical structure-related speed restrictions on our network over the first half of the year. We have removed these where possible to improve performance for passengers and freight. The most impactful speed restriction on the region was removed by the rebuilding of Castleton Bridge over the M62 near Rochdale in September.

We continue to focus on aspects of performance improvement within our control and work closely with train operators to tackle train performance jointly utilising the risk management maturity model for train performance (RM3P), targeting whole system improvements through joint performance plans based on analysis of trends, current performance issues and upcoming risks. These include preparation for autumn and winter and prevention and response to external incidents. To improve asset reliability and reduce the delays caused by infrastructure failures, plans target repeat faults and high-risk assets including signalling power supply, track quality and overhead line reliability. They also target train crew and rolling stock issues and pursue improvements to service recovery to keep trains moving safely when incidents occur to get passengers to their destinations.

Delivery of passenger measures at stations has been mixed:

- The Euston Boarding Window measure is slightly behind our phased year-to-date target of 4.94 % with 5.03 % of services having a boarding window of five minutes or less. Following trials conducted in July that highlighted several issues, workstreams to address these have been incorporated into a wider Euston Station 5 Point improvement plan.
- At Birmingham New Street, whilst satisfaction was behind target earlier in the year, it has recovered well with levels now close to target and forecast to be sustained through deployment of anti-social behaviour teams, new seating, and sustaining station staffing levels with a comprehensive recruitment campaign.
- At Manchester Piccadilly, satisfaction has been impacted by emergency works on the station roof and we expect this to recover on completion of works in October, alongside the delivery of new concourse seating, as well as a declutter plan to improve passenger flows and experience.
- At Liverpool Lime Street, satisfaction is above target, and we expect to meet target throughout the remainder of the year with escalator refurbishment works at Lime Street Lower Level completed in October.

Safety

Passenger Safety Milestones



Workforce Fatalities and Weighted Injuries



We have delivered nine out of our 20 passenger safety milestones on time or early – to improve passenger safety through improved asset knowledge and performance. We have six milestones at risk over the remainder of the year with plans in place that we are monitoring closely to support successful delivery.

Workforce safety performance has worsened over the first half of the year (from 0.077 at end 2023/24 to 0.087 in the year to date). Our underlying trend is not improving quickly enough. 76 % of our FWI score is made up from specified injuries, with slips, trips and falls accidents the biggest contributor to this score. These injuries are often occurring on the way to and from a worksite.

Over the coming months, our focus to improve workforce safety is on safety leadership through development and delivery of local safety plans, alongside the delivery of our ongoing programme of frontline leadership training. We are continuing to roll out driver training and speed awareness courses to our users of road vehicles and have action plans in place to support elimination of near misses and high potential accidents for our frontline colleagues.

Efficiency

Financial Performance Measure



Our financial performance this year has been significantly impacted by emerging risks that we have needed to manage. These include the installation of emergency netting under the Manchester Piccadilly station roof to protect passenger safety, works to stabilise the embankment at Hague Bar, alongside the Grange-over-Sands and Audenshaw derailments. This is in addition to compensation we have paid because of train service delivery underperformance.

To manage these emerging risks, we have made trade-offs within our plans balancing the impact on safety, performance and financial outcomes.

We have revised our financial forecast to incorporate these changes to stabilise financial performance for the remainder of the year and minimise the risk of further financial shocks.

Sustainable Growth

Enhancement Milestones



Effective Volumes



Route to Net Zero



We have delivered 10 of the 15 enhancement milestones we committed to this year with all delivered on time. Five milestones were delivered as part of the Transpennine Route Upgrade (TRU). These include the main contract section awards for both West and East Alliances, delivering these will improve the connectivity of our major towns and cities between Manchester, Huddersfield, Leeds and York. The entry into service of overhead line, track and junction works will allow more trains to run under electric power between Manchester and Stalybridge providing improved carbon and air quality benefits.

We also delivered platform extensions at Southport station, which has meant longer and upgraded trains can operate on that line. The approval in principle of the design for Wigan to Bolton line electrification was achieved allowing entry into service in 2025 and longer electric trains running. One milestone due to be delivered in July (Bamt Green lift design) was change controlled following issues with the principal contractor. Of the five remaining milestones, one is the East-West Rail configuration state 1 infrastructure entry into service, due in December 2024, which will mean that in 2025, we will see the start of passenger services between Oxford and Milton Keynes.

We are ahead of our target for Effective Volume delivery due, in part, to inclusion of emergency works at Grange-over-Sands and Hague Bar. We expect to meet our year end volume targets, with a projected scorecard achievement of 101.8 %, by making trade-offs to balance the emerging risks with the impact on outcomes and delivery of some key projects that with higher volumes than originally forecast.

Our route to net zero measure tracks our carbon performance against key areas of the carbon emissions under our direct control. Our target this year is to reduce carbon emissions by 2 %, equivalent to 663 tonnes of carbon. We are currently forecasting to meet this target through a reduction in our road fleet and corresponding use of diesel, alongside deployment of more energy efficient lighting and heating. We are also recycling more waste that would

otherwise have gone to landfill. In September, we opened a new 'green' depot at Bletchley with solar panels that generate 63 % of the site's electricity requirement, supporting a 13-tonne carbon reduction.

Customer and Communities

Passenger Satisfaction (Wavelength)



Customer Contact



Our passenger satisfaction, as measured by the Wavelength survey, is very close to target at 7.85 against a target of 7.86. We know that train performance is the biggest impacting factor on satisfaction, with trains departing and leaving on time as the most influential reason for satisfaction. We remain confident we can meet year end targets through meeting our train performance goals and delivering improvements at our managed stations as set out above.

We are not meeting our Customer Contact targets. These are more challenging this year and include an ambitious target to reduce the average age to respond to complaints from 25 to 19 days. Our progress to meet this target has been impacted by resourcing issues in our customer services teams that we are addressing through recruitment. To address backlogs, we are also now allocating the top ten longstanding cases to leadership teams to work through to resolution. Our teams are also working cross-route to provide temporary support to another route where there is a backlog in a particular area. In the next quarter, trends will be provided on the type of complaints received and which department they derive from in the business to provide more accountability and improved customer service.

We have already seen the impact of full-strength teams, meeting and improving upon our 19-day target in some periods this year. Our customer survey and quality assurance scores have dropped slightly over the course of this year impacted by our effectiveness of communication with customers. Our plans target delivery of customer service training to support better quality responses to customers, recruitment to full strength teams, and assurance of our work to drive continuous improvements to the engagement we have with our customers. The improvement required to meet the target is ambitious based on current performance levels.

People

Employee Engagement



Our March 2024 employee engagement survey resulted in an engagement score of 49 %, a 1 % improvement on 2023, alongside increased participation rates from frontline colleagues. We have set ourselves a target to improve this by 1 % alongside continuing to increase the participation rate. The biggest areas of improvement showed that the business has acted on results of the last survey, people felt they had the tools to do their work, and they had a better understanding of how their work links to our business objectives. We have plans in place to address localised findings from the survey to support improvement in employee engagement.

To drive up frontline participation rates as part of the 2025 Your Voice survey, we are meeting with surveying organisations and other Network Rail regions to learn how they survey their staff.

Overall Scorecard

78.6% versus Target of 100%

Scotland's Railway

Train Service Delivery

On Time



Run a reliable railway –
Passenger Cancellations



Freight Cancellations



Scotland Train Performance Measure



Caledonian Sleeper Right Time Arrivals



As of period 7, our moving annual average (MAA) for On-Time performance is 68.7%, which is 1.3 percentage points below target.

Our performance contribution is shared with other operators, and Network Rail's performance has been positive in recent periods. This strong performance has been supported by reduced train counts, favourable infrastructure performance, and operating conditions. Year-to-date (YTD), the top three categories for On-Time failures are Fleet (13%), Train Operating Company Operations (12%), and Traincrew (11%).

We anticipate an improvement in the Scotland Train Performance Measure from the period 7 MAA position of 89.68% to 90.05% by the end of this year. This will require both Network Rail and ScotRail to meet their respective targets for the remaining periods. The forecast remains 0.68 percentage points below the 90.73% target. The first two periods of the year were challenging due to weather, notably Storm Kathleen in period 1 and unseasonably warm weather in period 2, resulting in a notable number of points failures. Since period 4, performance has also been impacted by ScotRail traincrew issues. Reduced driver availability led to a 30% timetable reduction with associated short-term cancellations and challenges for ScotRail in managing passenger numbers against a reduced service.

Infrastructure performance has been strong while there have been fewer trains on the network, and we have not seen an increase in vandalism or trespass compared to other regions. The period 7 result this year is the best period 7 result from the last three years and 3.1% above the previous year. This can be attributed to strong performance during the early weeks of the autumn season and generally benign weather within this date range compared to previous years. The issues around traincrew at ScotRail have also now been resolved with the full timetable re-established on 7 October.

We continue to identify areas for improvement in line with our CP7 delivery plan. One significant element of our plan was the installation and commissioning of Luminat, a traffic management system to support the operational decision-making of our signallers and controllers. This system was successfully commissioned in period 3, and as usage data grows, our analysis is beginning to demonstrate leading indicators of benefit in line with our expectations, especially in the Edinburgh area.

Caledonian Sleeper Right Time Arrivals continues to perform well. At the end of period 7, the MAA was 87.99%, ahead of target by 0.4 percentage points. We are forecasting to finish the year at 87.71%, which would be better than target. Despite a challenging start to the year, where the first three months delivered below target due to inclement weather and other Network Rail incidents such as signaller error and points failure, recent periods have seen very strong performance, recovering the YTD position.

YTD performance for Passenger Cancellations is ahead of target, with the MAA in period 7 at 2.29% against a target of 2.34%. The YTD has been heavily influenced by short-term cancellations immediately prior to and during the emergency timetable implemented by ScotRail in period 4. However, performance ahead of target in the periods before and after this has recovered the YTD figure. With the full timetable reintroduced, we anticipate that performance for the remainder of the year will be in line with the target.

For freight cancellations, we've had more cancellations YTD at period 7 than the same time last year. Our MAA performance is close to target (1.6% vs. 1.7%). We've reviewed performance along with future periods targets using trends and average recent years results, leading to a slight increase in forecast through the winter period. This is attributable to weather or significant incidents on the West Coast Main Line, taking the full-year forecast from 1.4% to 1.5%.

Safety

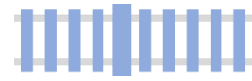
Passenger Safety Milestones



Workforce Fatalities and Weighted Injuries



Senior Leadership Tours



Our Passenger Safety Milestones are a mix of engineering, safety activities, and interventions focused on passenger safety. Our milestone achievement is currently ahead of target YTD, and all further milestones are on target to be completed by the end of the year.

There has been an improvement in our Workforce Fatalities and Weighted Injuries metric (FWI) since the beginning of the year. At the end of period 7, we achieved the target for the first time this year, decreasing from 0.097 in period 2 to 0.060 for the latest period. The decrease in FWI is due to good safety performance and the reduction in cumulative reportable accidents YTD. The forecasted end-of-year FWI of 0.071 is based on an average of the last five years of injury and hours worked data, with a percentage reduction based on the current positive performance.

The Senior Leadership Tours Completed metric is also on track to hit the target. To date, 34 tours have been completed, which takes us over 60% towards our target. The current completion rate will allow us to meet the target ahead of the year-end.

Efficiency

Financial Performance Measure



The Financial Performance Measure (FPM) is currently £8.68 million ahead of target YTD. However, turnover is £1.2 million behind target YTD, primarily due to an adverse Schedule 4 variance of £2.4 million. This variance is a result of updated assumptions related to insurance for storms Isha and Jocelyn at the beginning of 2024. On a positive note, Schedule 8 is favourable to budget YTD by £1.5 million, thanks to continued improved weather and train performance, resulting in a net cash inflow to Network Rail.

Operating expenditure for the year so far is favourable by £12 million. This favourable position is due to the under-utilisation of central provisions against budget as at period 7. These provisions are still forecast to be expended within the year.

For the full year, our forecast is negative £6.8 million. An adverse forecast in renewals, amounting to £5 million, is mainly due to the River Garry Project, which now requires additional retaining works, Earthworks Soil Cuttings with a scope change mix between renewal and refurbishment, buildings access at Addiewell, and additional scope at the Dunblane project. This negative outlook is partially offset by higher-than-baseline property income, resulting from anticipated sale proceeds from land at Finnieston.

Sustainable Growth

Enhancement Milestones



Effective Volumes



Route to Net Zero



Taking Climate Action (Delivering Net Zero – Milestones)



Track and Train Working Together – Freight Growth



We've successfully achieved 10 out of 11 milestones YTD and are on track to meet 12 out of 15 milestones by the end of the year.

Our Effective Volumes metric is 86.3% YTD against a target of 100%, due to the deferral of several signalling projects to later in the year or into future years. Our Effective Volumes metric achieved the target for the first three periods of the year, but more recent periods have seen a slight dip in performance. We expect to achieve our full-year target through the delivery of some of the deferred works later in the year and additional work items that have been identified. We are forecasting that we will deliver 106.6% of our target by year-end.

Route to Net Zero has outperformed against the target in each of the periods so far this year. Performance is better than target due to a reduction in energy (electricity) consumption and a reduction in fuel use (predominantly diesel) compared to the baseline year.

The Taking Climate Action (Delivering Net Zero – Milestones) metric measures the achievement of the milestones in the Climate Action Plan, the first of which is due for delivery in January 2025. There are four major milestones in total to be delivered in 2024/25. Each milestone is supported by several detailed actions which are also tracked. All supporting actions for the milestones due this year are either delivered or on track for delivery.

Freight Growth YTD has moved more goods (tonnes) than any year since pre-2019/20. However, as we have run slightly fewer trains over a shorter distance, our net tonne km metric has not seen the same level of growth.

Cumulative YTD freight growth is currently at 3.3 % above baseline (2023/24), below the expected trajectory by 1.3 percentage points.

Customer and Communities

Passenger Satisfaction (Wavelength)



Customer Contact



Passenger Satisfaction for period 7 was 8.15, with a YTD score of 8.07 (the highest of all regions). Our Passenger Satisfaction (Wavelength) metric has seen an inconsistent first half of the year. We have hit the target for three out of the seven periods, with available insight indicating that the top detractors were assistance with luggage at boarding and space for luggage on board trains. We continue to measure satisfaction from a low sample base, and we are working to identify additional insight streams to gain a more granular understanding of our passengers' satisfaction so that we can work with our industry partners to improve.

Customer Contact is made up of four separate metrics: Complaints, Average Age of Requests, Customer Score, and Quality Score. YTD, we've seen a 9 % reduction in our number of complaints. However, this is still short of the 10 % target reduction. Noisy engineering work, worker behaviour, and no advance notice of works remain the top three complaints categories. Driving and vehicle issues are top of the worker behaviour category for complaints. Further engagements with teams will continue to promote the issuing of notification letters, as this is a top driver in the complaints received, as well as promoting good driving behaviour. Additionally, work is underway to increase our use of the digital notification system, allowing us another channel to engage with our neighbours and notify them of our works.

People

Employee Engagement



We are fully on track to hit our target for the year for Employee Engagement. We continue with our engagement in action planning and sharing good practice, monitoring this on a weekly basis, and providing support to teams who require help in this area.

Overall Scorecard

87.4% versus Target of 100%

Southern

Train Service Delivery

On Time



Freight Cancellations



Time to 3 (lead operator targets)



Cancellations (lead operator targets)



Noting that the Southern region's scorecard targets for On Time and Freight cancellations are more stretching than the regulatory commitments, we are forecasting to finish the year better than our regulatory target for both Tier 1 ORR regulatory metrics, On-Time (68.6 % vs 68.2 %) and Freight Cancellations (1.7 % vs 2.1 %), despite a small dip in performance from the start of the year. Challenges from a rise in external incidents, notably trespasses, as well as more recent challenges with respect to asset failures, fleet incidents and traincrew availability have negatively impacted performance to date.

However, there is significant performance improvement activity within the region, including now a fully integrated Sussex control as well as new service recovery principles to keep trains safely moving across the routes. Maintenance recruitment and skilling plans and spare resources at strategic locations will help to give us the required 'skilled and filled' levels.

As such the region is forecasting to improve to 68.6 % by year end from its current MAA position of 68.2 % between now and year end. As a region we have a stretch ambition to go even further than this and have set ourselves the audacious goal of delivering 75 % On Time performance by the end of the control period.

Safety

Passenger Safety Milestones



Workforce Fatalities and Weighted Injuries



This year we have delivered all 5 regional milestones due in the first half of the year. One notable success this year was removing 10 % of high-risk trees on the Kent and Sussex route. We remain on track to deliver the remaining 15 passenger safety milestones by the end of the year. Due to the significant number of milestones that still need to be delivered in the back half of the year, our full-year forecast is currently at 90 %, rather than maximum possible 100 %. However, if we can successfully deliver all 15 remaining milestones, we will achieve 100 % this year.

Positively, we have seen a reduction in accidents since the beginning of the year, including those requiring reporting to the Health and Safety Executive. This builds on the strong Safety performance that we saw last year, and we currently sit at the best score for this measure in over 5 years. We are currently predicting to finish the year at 0.051 in line with target. However, current year to date performance is better than this at 0.042, so we have an opportunity to beat target this year. To ensure we continue to perform well in this area we are focussing on interventions to reduce the number of injury accidents and therefore their impact on our Fatalities and Weighted Injuries performance.

Efficiency

Financial Performance Measure



Overall, our Financial Performance Measure (FPM) is -£41m worse than target year to date but is forecast to deteriorate to -£69m by the end of the year, mostly due to renewals.

Renewals financial performance has been challenging and is -£31m adverse year to date and forecast to finish the year -£58m worse than target as a result of cost increases on a number of large Signalling schemes as well as emerging cost pressures on track unit rates. We are working to minimise the potential FPM impact on renewals where we are experiencing cost increases, in particular Signalling schemes.

Sustainable Growth

Enhancement Milestones



Effective Volumes



Route to Net Zero



Service Affecting Failures (Key & Critical Sections)



We have achieved all 10 Enhancements Milestones so far this year. In October, we achieved two milestones including delivering platform improvements at Clapham Junction. Our full-year forecast is 93.3 % which is ahead of our target of 80 %. If we are successful in delivering all 15 milestones this year it will result in better than target achievement of 100 %.

We remain on track to deliver our renewals Effective Volumes target this year of 100 % .Positively, due to the delivery of some signalling volumes earlier in the year than anticipated, we are performing better than target year-to-date. However, this is just timing with delivery broadly in line with target, currently the most likely full-year outcome.

We received the first set of data for the new Route to Net Zero measure in Period 05 with reporting going forward expected quarterly. This shows positive year to date performance against our carbon reduction targets with a score of 4.7 % against a target of 0.92 % .Given the reporting of this measures remains in its infancy, our full year forecast remains in line with target at 2 % and will be reviewed following receipt of the next set of results.

SAFs started the year well due to the good performance of the track and electrical assets. However, most recent periods have been adverse to target, negatively impacting train performance. The performance of points assets is a concern that is being focussed on across the region. However, our full year forecast remains in line with target at 100 %.

Customer and Communities

Passenger Satisfaction (Wavelength)



Customer Contact



Lifts and Escalators



Route Milestones



So far this year we have achieved a score of 7.71 for passenger satisfaction which is ahead of our target of 7.67. This is in part due to train service punctuality and the addition of new toilet facilities at Waterloo. We expect to finish the year in line with target at 7.71. Further good work planned in this area includes improvement plans for managing disruption which are particularly important during the autumn season. There will also be service training for our frontline teams and additional toilet facilities at London Bridge which are expected to open in December 2024.

We are performing strongly on the Customer Contact measure and ahead of target year to date (128.5 % v 100%). We have consistently exceeded expected results for customer surveys and saw lower than forecast volumes of complaints with robust quality assurance scores also contributing. Average age has been more of a challenge, but we put in place strong mitigations that are already seeing improvements and movement on complex cases. We expect our good performance year-to-date to continue and finish the year better than target at 123.8 %

Year to date Lift and escalator performance is worse than target (97.0% vs 98.1 %) and we will not be able to recover this by the end of the year. Therefore, we are forecasting a final position this year of 97.6 %, missing our target of 97.8 % . Key failures at Victoria, City Thameslink and Waterloo have adversely impacted performance so far this year. To remedy this, we are working on increased spares packages and enhanced maintenance, together with planned renewals in year 2 to combat this sustained downtime.

We are ahead of target this year after delivering all 5 milestones scheduled for the first half of the year. Notable milestones delivered so far include the Southeastern timetable change and roll out of the T3D trial in Kent, enabling improved asset reliability in the long term. Recognising that there are still another 10 milestones to deliver this year, we are forecasting full-year performance of 80 % in line with target.

People

Employee Engagement



We are currently forecasting to finish the year in line with target at 50%. Last year's results saw us achieve a score of 49%, which we are aiming to better this year. The next Your Voice Survey is due to take place later in the year.

We continue to work across the region to ensure meaningful action is being taken on the back of the last survey and that colleagues feel valued and listened to. The "You Said, We Did" campaign, is a crucial component of our Your Voice feedback cycle. This initiative underscores our commitment to responding to employee feedback by highlighting the changes implemented across teams in direct response to survey insights. By showcasing these efforts, we aim not only to demonstrate that we value our colleagues' opinions but also to build momentum for the upcoming Your Voice survey in 2025.

Overall Scorecard

75.8% versus Target of 100%

Wales & Western

Train Service Delivery

On Time



Freight Cancellations



NR caused passenger delay minutes – Thames Valley



Passenger and Freight Improvement Milestones



We started the year with a significant train performance problem which was letting our passengers and freight users down. We're committed to delivering a great regional railway and started control period seven (CP7) investing more money to improve train service performance.

Following the Office of Rail and Road (ORR) investigation into our train service performance, we produced and published a very detailed improvement plan. This plan was approved by the ORR in September 2024. Our plan reinforces our commitment to collaborate with industry partners, to deliver the service levels passengers and freight users deserve.

On Time is currently 59.9 per cent against our target of 60.0 per cent, and there is still more we need and want to do. Network Rail caused passenger delay minutes in our Thames Valley area are currently 39,468 (14.7 per cent) minutes less than plan after seven periods.

We are focusing on using data and insights to inform the changes and improvements we need to make. These include targeting assets that regularly fail, improving our drainage, and cutting back high-risk vegetation.

We have also delivered an improvement in the number of freight cancellations since the start of the year, achieving a year to date position of 1.9 per cent against a target of 2.5 per cent.

We remain on track to deliver our train service targets this year, though autumn and winter will bring new challenges and risks in the second half of the year. Keeping the tracks leaf and ice-free, managing our high-risk flood areas, and successfully implementing December 2024 timetable changes are some examples of how we can maintain the great progress we have made in the first seven periods.

We've delivered six of our passenger and freight improvement milestones and are on track to achieve our full year target of 80 per cent (12 out of 15). Improvements delivered include work at Frome to provide operational flexibility for aggregate traffic using the Mendip quarries.

Safety

Passenger Safety Milestones



Workforce Fatalities and Weighted Injuries



On the evening of 21 October 2024 (period eight), a Transport for Wales passenger service from Shrewsbury to Aberystwyth collided with another train on the Cambrian Line. One passenger tragically died, and 15 other people required hospital treatment. The Rail Accident Investigation Branch (RAIB) have started an independent safety investigation into the cause of the incident and the region is fully supporting this.

Ensuring passengers are safe on our network is of the utmost importance and we're placing a strong focus on the delivery of our 20 passenger safety improvement milestones. This includes improvements to level crossings, drainage, and vegetation.

Our CP7 safety strategy was launched in June 2024, setting out the key behaviours and activities we need to model and deliver, to ensure everyone goes home safe every day.

The number of accidents at work have decreased from previous years, though we're not achieving the reduction we want in the more severe accidents causing injury. Slips, trips, and falls remain the most common cause of injuries. We continue to run slips, trips and falls training across the region, with some events held with industry colleagues outside of Network Rail. The aim is to provide managers with a toolkit to create effective and efficient plans, reducing injuries.

In June, Wales and Borders route won the award for Engineering and Safety at the Railway Innovation Awards. This award was for the Remote Disconnection Device (RDD) developed in and being installed across the route. The device allows signals to be remotely turned to red, providing additional assurance that trains will not be passing through the section of track where work is being carried out. It will provide a step change in safety for all frontline staff.

Efficiency

Financial Performance Measure



Our income and operating costs are performing well this year and are forecasting to outperform by £1m.

However, challenges remain with the delivery of some renewal projects, particularly major re-signalling. The Port Talbot West Phase 2 re-signalling project has experienced a number of delays which has caused delivery to be later than planned. We're making sure the revised delivery plan minimises the disruption on passenger and freight users at the times we need to close the railway. This project has incurred £13.7m of negative financial performance (FPM) this year out of the negative £18.6m forecast.

We remain on track to deliver our CP7 year 1 efficiency plan of £35m. Initiatives that enable £29m of this efficiency have already been implemented for delivery in the remaining six periods of this year.

Sustainable Growth

Enhancement Milestones



Effective Volumes



Route to Net Zero



We have completed six of our enhancement milestones early, delivering Bristol Temple Meads Eastern Entrance, HS2 enabling works, a new station at Ashley Down in Bristol, and improving accessibility at Ludlow Station with a new lift. While we're expecting to meet our scorecard target for the year, the Oxford Phase 2 milestone will be missed due to ongoing deliverability challenges.

We're delivering the renewals volumes we set out to achieve in our delivery plan and are forecasting to exceed our year one target. Looking ahead, this financial year has the largest delivery of switches & crossing volumes in the last 5 years, 32 of which are at Westbury South Junction.

We're currently exceeding our Route to Net Zero target with a 6 per cent improvement to our carbon emissions compared to 2023-24. We endeavour to maintain this level of improvement, however the winter months will present a greater challenge.

Customer and Communities

Passenger Satisfaction (Wavelength)



Customer Contact



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, running trains on time. We have seen satisfaction reach 7.97 in period three demonstrating what can be achieved, but we have also had some lower periods. Consistently running trains on time will ensure we maintain high levels of satisfaction.

Supporting passengers at our managed stations is a key focus area. At Paddington station in August 2024, we installed a new departure screen to enable a smooth transition to those changing from a mainline service to the Elizabeth Line. We've also made signage improvements at Reading Station to help passengers to locate the lifts.

Our Customer Contact score is formed of a handful of measures. The number of complaints received has been higher than planned and it's currently taking us longer to close these out (24 days vs 19 day target). Most complaints require our frontline teams to undertake work, and we have had to balance these with activities to improve train performance. However, our customer survey score remains on target demonstrating we are keeping people informed, even though close out is taking slightly longer.

Improvements are planned for the remainder of this year, such as progressing a campaign to increase and digitise our notifications to lineside neighbours.

People

Employee Engagement



In March 2024 we ran our employee engagement survey and achieved a score of 52 per cent. This was a 6 per cent improvement on the previous year. Line managers have worked with their teams to create improvement action plans for delivery this year. We are targeting a regional score of 53 per cent in the March 2025 survey. Our PROUD recognition scheme and Celebrating our People awards continue to support greater engagement, with over 100 nominations received each month for the PROUD All Star winners.

With the aim of improving train performance, getting everyone home safe every day, and living within our means, we've delivered an organisational change to devolve more responsibility from our regional structure into the routes. This new structure brings asset management and maintenance closer together and will give the routes the levers to make quicker local decisions.

Overall Scorecard

95.6% versus Target of 100%

Contact Us

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

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

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

More information about Network Rail is available on www.networkrail.co.uk

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

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