

Our devolution timeline



- 2015**
- We produced performance scorecards for each route for the first time, moving away from working to national targets set by the ORR and towards ones set locally by customers.
 - The ScotRail Alliance was established, bringing us together with Abellio ScotRail to jointly deliver safety, performance and financial improvements for the benefit of passengers.
- 2016**
- We reviewed all services held in the 'centre' of Network Rail. 440 roles have now been devolved to routes, strengthening their capacity and capability to deliver better outcomes for customers.
 - We established the Freight and National Passenger Operators route, to sit alongside our eight geographically-bound routes. This will enable the needs of freight operating companies, and those train operating companies whose interests extend across geographical routes, to be understood and addressed.
 - We increased the authority of route managing directors so that they are able to authorise 99 per cent of all maintenance and renewals work carried out.
 - We created the Route Services Organisation with a clear competitive 'make or buy' mandate to drive efficiency.
- 2017**
- We piloted our first Route Supervisory Board, on the Western Route. The Board brings train operating companies and Network Rail together, with an independent chair and with the passenger voice represented by Transport Focus, to oversee progress on joint priorities. Further Boards have since been announced for Wales and for the East Coast Main Line.
 - We developed our route performance scorecards in conjunction with train and freight operating companies. All train performance measures are now set at a route level.
 - We strengthened our route leadership teams, to make sure they have the skills and experience needed to deliver their enhanced responsibilities.
 - We will establish a new team to focus on customers in the north of England. They will work with Transport for the North and the Department for Transport to drive improvements and investment in the region.
 - We have acted on the recommendations of the Hansford review into project contestability, opening up Network Rail to competition in the delivery of projects, which will drive efficiency and encourage new sources of funding.

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- 2018**
- All routes will have a Route Supervisory Board, or equivalent, by spring 2018.
 - The regulatory settlements for 2019-2024 will be agreed with the ORR. These will cement devolution as the model for the railway and new governance relationships will be developed.
 - Network Rail will act as a holding company of route based businesses.
 - Property will be sold for reinvestment or for new housing opportunities.
 - Route Services will become market competitive to face the full power of competition in 2019.
 - Route businesses will grow capability to meet the new responsibilities for project sponsorship, business development and raising new sources of funding.
 - The System Operator will have an independently chaired supervisory board to ensure independence, transparency and adequate capability to fulfil its new industry role.
 - The Digital Railway will start to become a reality with the commissioning of Thameslink and delivery of traffic management schemes.

- 2019-2024**
- Each route will have its own regulatory settlement. They will have their own income streams, business plans and targets which they will be accountable for.
 - Routes will drive economic growth, jobs and housing through better relationships with the communities they serve.
 - Routes will drive efficiency through better decision making, closer to the customer.
 - Route businesses will drive better performance through collaborative working with TOCs – One Railway.
 - Routes will be free to use suppliers other than Route Services Directorate.
 - The System Operator will ensure transparent economic assessment drives rational investment decisions.
 - The Technical Authority will develop world class technology, have industry supported standards and help define and recruit the skills needed for a modern railway.
 - Third parties will increasingly fund and build projects on and around the railway.
 - The Digital Railway will accelerate, progressively replacing conventional signalling, unlocking capacity, increasing reliability and reducing costs. Conventional signalling replacement will cease during CP6.
 - Major projects may be financed by private sector investment.
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