Anglia

The Anglia route runs a diverse railway that connects commuters, leisure travellers and freight to vital destinations including Cambridge, Norwich and the City of London. Our rural, coastal and intercity routes connect people across the region and the lines that serve London Liverpool Street station are increasingly popular for commuters. Anglia’s railway is a crucial economic gateway connecting businesses and people to three major UK ports at Felixstowe, Thameshaven and Tilbury. It also serves the busy Stansted and Southend Airports.

Key statistics

- **4,230** passenger and freight services per day
- **770** level crossings
- **1,697** route miles
- **2,500** employees
- **235** stations
- **£517m** spent on renewals and enhancements in 2017/18

Key scorecard targets

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<th>Minimum</th>
<th>Target</th>
<th>Maximum</th>
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<td>Scorecard Outturn</td>
<td>2017/18</td>
<td>47.2%</td>
<td>50.1%</td>
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<tr>
<td></td>
<td>2016/17</td>
<td>47.2%</td>
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<td>Safety</td>
<td>2017/18</td>
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<td>Financial Performance</td>
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<td>Investment</td>
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<td>Locally Driven Customer Measures</td>
<td>2017/18</td>
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While we have seen some positive changes in our safety culture, we have not made the progress we wanted to in reducing the number of our people hurt while working on the railway in Anglia. We are, however, adamant that fewer people will be hurt while working on Anglia route and have refreshed our health and safety plan as a result.

The past year has also been a challenging one on train performance. While all four lead operators missed targets, c2c, TfL Rail and London Overground are all running more than nine out of 10 trains on time, Greater Anglia has improved on last year and c2c is the best performing operator in the country.

Higher than anticipated compensation to train operators and additional reactive maintenance expenditure, arising from the challenging performance conditions in 2017/18, were the key factors behind not achieving the financial target.

We have made a considered effort to remove temporary track speed restrictions, which are both disruptive to passengers and freight, and costly to the business. We hit our target to reduce the number of delays caused by infrastructure failures, such as track faults and have installed new uninterrupted power supply units which will prevent the problems we had with signalling earlier this year. We have
Anglia continued

also made real strides in embedding a new team to improve how we respond to operational problems such as signal failures, extreme weather conditions and trespass.

We have reduced the number of railway works complaints by 55% and exceeded our target of reducing the average age of complaints by 13 days. Much of this has been achieved by a greater focus on pre-notification of disruptive works to our neighbours.

Activities in the year

The last year has seen a number of improvements for passengers and rail users along the route, including the opening of a brand new station at Cambridge North. The new station has created much needed connections to the nearby Science Park and is expected to boost growth of the local economy as well as attracting new housing and businesses. Located next to the A14 and A10, with parking for 450 vehicles and 1,000 cycles, it is helping alleviate congestion on the roads and platforms of Cambridge City.

Safety is of course our key driver and level crossing users are now safer following installation of new technology at user worked crossings, and a new footbridge at Trinity Lane in Cheshunt, one of our highest risk crossings. We recognise we need to do more to help keep our people safe while they work, and have appointed a new director of safety transformation and created a new plan with our workforce and unions to effect a change in culture and behaviour.

Following the delay to the Gospel Oak to Barking electrification project, principally owing to design issues with overhead line structures and the late delivery of materials, the infrastructure on the 14-mile route was substantially completed and energised in January 2018. This was delivered with significant cross-industry collaboration and support of the DfT, TfL, ARL and the freight operators. It is anticipated that the infrastructure, which is available for testing of the new trains, will receive its Authority to Place into Service from the ORR in mid-July 2018. Passengers and neighbours along the route will soon be reaping the benefit of longer, greener and quieter trains.

We have made good progress on two vital projects on the Great Eastern Main Line that will deliver greater reliability and fewer delays. Our work for the Crossrail project means we are closer to enabling Elizabeth line services to run through central London to the west. We have also continued our £290m programme of overhead line renewals and the changes on the Southend Victoria branch line will enable the new Greater Anglia fleet to run with additional services. We once again give our thanks to everyone for their patience as we recognise that there has been a lot of weekend disruption while we deliver these much needed improvements.

In the year ahead

It’s going to be another exciting year on Anglia route, with a number of projects drawing to a close. The £25m upgrade of Hackney Wick station completion in May 2018 is helping to better connect the local area and improve access to the station. We will also make significant progress on the Lee Valley Rail Programme, which by May 2019 will deliver a tripling of peak services between Stratford and Angel Road, an upgraded station at Tottenham Hale and a brand new station to serve the Meridian Water housing development in Enfield.

Spring 2019 will also see the completion of the £68m signalling upgrade of the Wherry lines, improving overall safety and reliability of the railway. The Crossrail project and our overhead line renewals programme will continue to forge towards completion. Work to increase much needed freight paths out of Felixstowe Port will also begin in spring 2018, while we await the outcome of a Transport and Works Act Order on safety changes to level crossings. We are also awaiting the outcome of three Transport and Works Act Orders around route-wide level crossing closures across Suffolk, Cambridgeshire and Essex.

Our hi-tech track renewals machines will help us improve the reliability and comfort of travelling by train, and we will continue to work with Greater Anglia to help them introduce a new fleet of trains by 2020. We will continue to focus on maintaining a robust and reliable railway for our customers, and we have plans to further improve the safety of our workforce with additional training, improved briefing materials and a greater focus on leadership.

Efficiency case study:

The Great Eastern Overhead Line Renewal project is renewing the life-expired fixed tension overhead line equipment (OLE) from Liverpool Street to Chelmsford with a modern auto-tensioned system. The old wires, introduced around 1949, sag in hot weather and speed restrictions, which cause delays and cancellations, have to be imposed to run the service safely and prevent further damage to both infrastructure and trains.

This project is already delivering significant benefits through increased reliability and reduced maintenance costs with the new system delivered between Chelmsford and Ilford. Over the last 18 months this project has delivered financial efficiencies of circa £7m. These can be largely attributed to the following:

- De-layering of the supply chain. A direct contractual relationship between Network Rail and specialist SME sub-contractors has resulted in identifying value engineering opportunities. We have also used a new methodology to carry out the work with only two lines closed which has reduced train operator compensation payments and accelerated the programme so fewer closures have been necessary for passengers in total.
- An integrated Network Rail / supplier project team resulting in organisational efficiencies.
- Long-term planning and the implementation of a ‘manufacturing’ production line approach to the delivery of wire runs has meant we could increase productivity during each session.
- Holistic approach to delivery with suppliers focused and incentivised to complete enabling activities well in advance of the physical wiring works.
- Robust management of the process to secure access to the track to complete works.

Meliha Duymaz,
Route managing director, Anglia
27 June 2018