

Freight and National Passenger Operators



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Freight and National
Passenger Operators

Freight and National Passenger Operators (FNPO) was established to support nationally focused customers whose interests extend network-wide and across our geographical routes' boundaries. FNPO does not directly manage assets or control train operations. We deliver outputs and solutions for our customers by working with and through the geographic routes, System Operator and other parts of Network Rail.

Our purpose is to deliver growth and provide excellent service for our customers and stakeholders, through improving safety and performance, and enhancing capacity and capability, at an efficient cost.

Our varied customer base creates challenges in delivering on these commitments. Our customers range from freight operating companies (FOCs), CrossCountry, Caledonian Sleeper, charter operators and aspirant open access operators, who together operate around 1000 trains every day. This means that our stakeholder base is equally diverse ranging from industry third parties (such as ports, shippers and manufacturers) to Governments, the regulator and other public bodies. Our internal stakeholders include the geographic routes and System Operator. Understanding the needs of customers and stakeholders and anticipating emerging trends is vital to the success of our business.



In February 2019, we announced changes to the way that Network Rail is structured, this includes a shift in operating as five Network Rail regions supported by thirteen routes. FNPO will now sit in the newly created Network Services Directorate. As the new structure beds in we, along with each region, will publish updated strategic plans, laying out how we will deliver for our customers and stakeholders under the new structure.

Our priorities for CP6

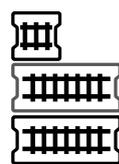
Our priorities for Control Period 6 (CP6) will be delivered against a backdrop of expected growing passenger and freight volumes across the network in. The rail freight strategies of both the UK and Scottish Governments both support additional rail freight growth and modal switching from road to deliver benefits including easing road congestion, reducing pollution and generating productivity and financial benefits for the economy. The FNPO Delivery Plan has been developed to promote growth and unlock potential across the network. A critical part of our planning for CP6 has been to work with our customers and stakeholders to understand which sectors are likely to grow between 2019 – 2024 in order that we can look to utilise remaining capacity to meet that demand or where necessary to create more capacity, including making the case for funding for additional network investment.

Our plan for CP6 includes ambitious targets for freight development across the country; schemes are already in place to expect a 7.5 per cent freight growth in Scotland and freight growth targets for the rest of the UK will be confirmed by 2020. Alongside that we have scorecard targets for improving average speed in Scotland and performance targets agreed with each route. We have a £22m fund to improve safety for our customers across the network. Our Digital Railway programme puts freight on the front foot with a plan to roll out new in-cab signalling technology for the freight locomotive fleet. We are working to end effluent discharge from train toilets to the track by 2020, with the charter and heritage fleet following by 2023. Our Delivery Plan sets out that we are working with the charter and heritage sector to deliver this commitment.

FNPO has a strong focus on attracting private investment to increase freight traffic levels and grow income. New rail freight terminals are being developed on our vacant land, wholly funded by rail freight end users for loading and unloading their goods. From new “campus” sites for aggregates customers at Bristol East to the reconnection of a quarry at Belford, Northumberland, we have developed a pipeline of potential schemes in CP6 worth up to £20m in annual rental income.

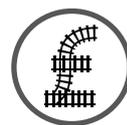
Our delivery plan gives us the opportunity to work closely with and better understand our customers’ needs and requirements. It gives us a baseline on which to underpin our activity over the next five years in line with our stakeholders’ expectations. The plan is agile and can adapt to meet changing needs of our operating environment.

Our route at a glance



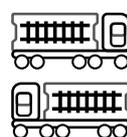
12%

of the UK’s inland surface freight is moved by rail freight



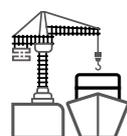
30bn

worth of goods carried each year by rail freight



7.6m

lorry journeys removed from the roads annually because of rail freight

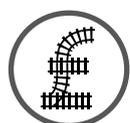


More than a third of all deep sea containers that arrive or depart from major ports are transported by rail



40%

of construction materials used in London arrive by rail

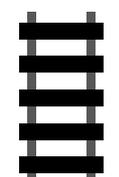


22m

FNPO Safety Improvement Programme (FSIP)

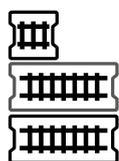


We work with 7 Freight Operating Companies and over 50 main freight end users



1,500

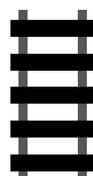
route miles are covered by CrossCountry and calls at over 100 stations



An average of

200,000

tonnes of goods are moved by rail every day



3,500

miles are covered every night between Scotland and London by Caledonian sleeper trains

Highlights for Control Period 6

Freight growth

A plan to achieve 7.5 per cent freight growth target in Scotland by 2024. Similar plans and freight growth targets are also being developed for the rest of the country and will be in place by 2020.

Performance

A Freight Delivery Metric (FDM) target of 94 per cent of trains arriving on time for our customers. For CrossCountry trains we will work together to deliver 90 per cent PPM and an 80 per cent target for Caledonian Sleeper services to arrive on time. These will be underpinned by joint performance strategies agreed with our customers.

Governance

Enhanced relationships with the regional and route teams and System Operator for greater accountability for our customers.

Safety

A safer network on which our customers and their staff can operate, with a £22m FNPO Safety Improvement Programme (FSIP) secured to enhance safety across the UK.

Capacity

Clear case for pipeline investment into key rail freight-capable corridors in order to link the nation's ports and quarries with terminals and railheads serving centres of production, distribution and consumption.

Third Party Investment

A pipeline of investment from third parties into our freight property portfolio generating an income which can be reinvested in growing traffic.

A focus on charters

The creation of a Strategic Capacity Catalogue of paths for charter services will give our customers more certainty on which paths to plan.

Digital Railway

Programme being developed for the initial fitment of 16 classes of freight locomotives (with variants) as part of a wider programme to fit the whole fleet with in-cab signalling technology with early discussions underway for the charter and heritage sector.

Removal of effluent from the tracks

A plan to prevent the discharge of effluent onto the tracks by 2020 with the charters and heritage fleet following by 2023.

Customer benefits

Freight users

- Increased safety on our network for our customers and their employees.
- Clearly defined performance targets which means more reliable and on time train service for our customers and end users.
- Growth targets to support additional freight on the network boosting economic growth, productivity and efficiency.

National Passenger Operators

- Key performance drivers targeted to improve reliability and keep trains on time across the network.
- Advocacy across the devolved business.
- An increased focus on safety at key locations on the network.

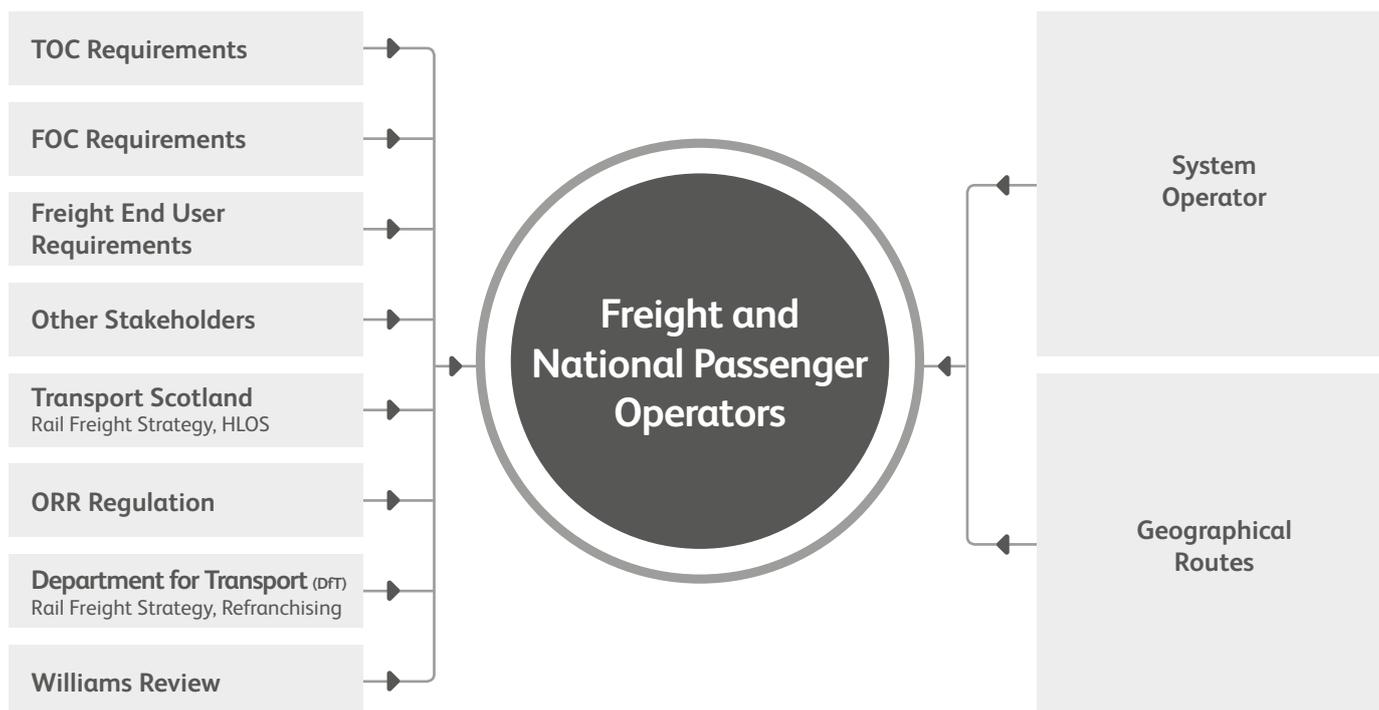
Charters

- Greater understanding of the availability of capacity across the network communicated to our customers.
- Development of a plan to put the fleet on the front-foot in terms of digital signalling technology.

Aspirant Open Access Operators

- Greater support for potential operators through a dedicated team.
- Robust process for assessing capacity on the network to make the process of assessing new bids more quicker and more efficient.

Our Stakeholders



Our plan has developed through a collaborative process with our stakeholders. We pride ourselves on having adopted an honest and transparent approach to planning and delivery. In developing our Delivery Plan, we have moved towards a more bespoke approach to engagement working with our different customer groups for more focused and frequent consultation. We are uniquely positioned, because of our relative size and geographic spread, so can provide our stakeholders with a dedicated service.

Our stakeholders should feel that they are at the heart of everything we do. We aim to understand our customers' business and demonstrate that we are responsive to emerging trends and headwinds. As we move through delivery we will continue to assess the priorities of our customers and will adapt accordingly.

Our people

Our People Strategy for CP6 focuses on further developing our people capability and helping our people deliver to the best of their ability. We will continue to identify people with key skills and high potential in order to drive business performance across FNPO by developing, deploying, engaging and retaining talent. We will seek to improve the health and wellbeing of our employees. We will look to further improve our diversity, building on our relatively good levels of gender diversity, which is currently 38 per cent female.

We will further develop our culture focussing on how to be better every day, deliver excellent customer service and create an inclusive environment where our people are supported and able to bring their best to work every day. These include plans to recruit, develop, reward, recognise, retain and relate to our people and people managers.