

Scotland



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We look after Scotland's Railway infrastructure, and together with Abellio ScotRail, our partners in the ScotRail Alliance, our aim is to build the best railway Scotland has ever had.

Already more popular than at any time for more than 150 years, over 107 million passenger journeys are made every year on Scotland's Railway – that's nearly twice the number than a decade ago. This popularity is expected to continue with passenger numbers forecast to double on many routes through Scotland's major stations.

We are committed to developing a railway that delivers every day for our passenger and freight customers - within Scotland and cross border – we will not compromise. The rail industry is key to Scotland's economic success contributing up to £1.3bn each year and employing more than 13,000 people. Network Rail alone employs nearly 3,000 people and engages over 160 suppliers.

Control Period 5 (CP5) saw many major projects delivered to improve passenger journeys across Scotland. The enhancements planned for completion in Control Period 6 (CP6) will build on the improvements made in CP5. It will transform travel for passengers by increasing service frequency and on-train capacity on routes across Scotland's Railway.

In Scotland, alongside eight other Network Rail routes, we are committed to putting passengers and freight customers at the heart of how we run our business – delivering the service we promise them every day.

We are also protecting the resilience of our railway by investing in the infrastructure to address more recent weather challenges and to protect against longer term extreme weather events. Despite this success, there is always more we can do. The untapped potential that exists is huge and to build the best railway Scotland has ever had will take a transformation of what we do and how we do it.

Through the ScotRail Alliance, a partnership between Network Rail in Scotland and Abellio ScotRail, we are working together to improve performance for passenger and freight customers. Across the Alliance, we have delivered new electric trains, offering more seats and faster journeys on many of our key routes, and we are creating an intercity network between our seven cities offering our customers better, more comfortable journeys.



We are growing the number of carriages in our fleet by over 25 per cent - an extra 20,000 seats for our customers every working day - and we will cut journey times and make travel hassle-free by rolling out queue busting smart ticketing right across the network.

We are continuing to upgrade our stations, including new and extended platforms at Edinburgh Waverley for cross border and ScotRail customers, and a £120m redevelopment of Glasgow Queen Street, creating an iconic landmark as we bring the station into the heart of Glasgow's famous George Square.

But it's not only about passengers. Securing and retaining rail freight business in Scotland will be more challenging than anywhere else in the UK. The faster than anticipated decline in what was Scotland's bedrock for rail freight, coal, has resulted in a reduction of over 40 per cent of freight moved to, from and within Scotland. This has radically changed the face of rail freight in Scotland from a buoyant industry to one that will require a period of recovery and strategic support from us to help our freight customers build new and sustainable markets.

In February, Network Rail also announced changes to the way the business is structured. This includes a shift from nine route businesses to 13, which will be supported by five Network Rail regions, including Scotland.

These changes will enable more local decision making, improve responsiveness and relationships with our key stakeholders, and will help us put more focus on improving train performance and putting passengers and our freight customers first. As these changes bed in, each region will publish updated strategic plans and associated settlements, laying out how we will deliver for our stakeholders under the new structure.

Highlight projects in CP6

Our planned investment in CP6 represents our biggest ever devolved budget for Scotland.

To fulfill our vision the network will need to become increasingly more reliable and to deliver this we have built an asset renewals plan. This plan reflects the current understanding of our asset performance, what our renewal and enhancement plans will deliver by the end of CP5, and the impact of this on delivering for our customers and other outputs. The delivery of our asset renewal plans for the control period underpins the sustainability of Scotland's rail network.

We aim to deliver improved resilience to extreme weather events, reducing disruption to our customers by boosting network reliability. Through enhanced lineside maintenance and targeted renewals, we plan to reduce instances of line closures and restrictions, as well as the time taken to recover when things don't go according to plan.

The three key renewals within our CP6 plan are:

Carstairs Junction

- This is the single largest renewal in our CP6 plan. The works are extensive, including 35-point end interventions and 10km of plain line track renewal and renewal / refurbishment of all outside signalling equipment. This will deliver improved line speeds on the main lines and routes between Glasgow and Edinburgh via Carstairs.

Edinburgh control system

- The renewal of this obsolete signalling control system is also a key enabler for key enhancement pipeline schemes.

Perth re-signalling and rationalisation

- At Perth we are integrating the renewal of a 57 year old signalling system with the proposed Seven Cities enhancement pipeline project.

Our Railway at a glance



107m

passenger journeys across Scotland each year



359

stations across the route



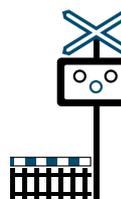
2,500

train services per day



2,800

miles of track on the route



591

level crossings



3,000

employees



Almost double the number of passenger journeys are made in Scotland, than a decade ago

In CP6, other significant interventions include:

- We are planning significant interventions on two of our major structures, the New Clyde Bridge and the Forth Bridge, as well as carrying out renewal and refurbishment works at 256 structures.
- Renewing the platform canopies at Aberdeen, Perth and Dundee Stations to enhance the passenger environment.
- Upgrading the 10 highest risk user-worked crossings to improve public safety.
- Repairing, maintaining or renewing more than 900 km of track.
- Completing the upgrading of Glasgow Queen Street Station.
- Completing the Aberdeen-Inverness Improvement Project.

A relentless focus on workforce, passenger and public safety underpins the success of the ScotRail Alliance. We will continue to aim for our objective of 'Everyone Home Safe Every Day', with a strategy that combines personal leadership with broad employee engagement through our leadership conferences, management visibility, and frontline engagement both directly, and with our trade union safety representatives.

CP6 maintenance activities take account of the expanded electrified network that has increased by 25 per cent through CP5 as well as targeting improved weather resilience. Our plans also make greater allowance for local maintenance delivery autonomy to identify and deliver improvement schemes to drive improved performance.

Benefits

As part of the Scottish Government's ongoing investment in Scotland's Railway, Network Rail has been asked to develop a programme of infrastructure improvement options to support the strategic priorities identified by Transport Scotland. This will be a long-term managed plan of deliverable options informed by the industry and with input from local authorities to take account of their development plans.

This incremental programme of improvements to the railway will support current and future demand, aligning resources and funds available to deliver the best railway Scotland has ever had.

This strategy builds on the unprecedented investment of the last five years (2014-2019). Through a pipeline of future identified projects our railway will support Scotland's social, economic and environmental needs; realising the benefits of rail for communities and business across Scotland.

The pipeline programmes currently being explored include:

- Growing Lothians and Borders (previously Edinburgh Suburban Enhancement Programme)
- 7 Cities Connectivity (previously Greenhill Junction Remodel and Dunblane to Perth Corridor Enhancement)
- Scotland East to England Connectivity (ECML corridor enhancement including early deliverable of new stations at East Linton and Reston)
- Edinburgh Waverley Western Approach enhancement
- East Kilbride/Barrhead Corridor Enhancement
- Far North Line corridor enhancement
- Central Scotland gauge enhancements

We will continue to reduce the risk of a train accident through better asset management with targeted investment in vegetation management, fencing and drainage renewal as well as placing a focus on the reduction in the safety risk posed by landslips, rock fall and bridge scour.

Stakeholder engagement

The industry's key stakeholders in determining future options are passengers, Scottish Ministers and Transport Scotland (who specify and fund the network in Scotland), passenger, charter and freight operators, as well as the UK Government, HS2 Ltd, ORR and representative groups. Stakeholders were involved in strategic development of priorities that fed through to the Scottish Government's High Level Output Specification for CP6.

Key stakeholder themes included passenger growth, alignment of targets and priorities, minimising impact of renewals and enhancement works, reliability and punctuality of train services, journey time improvements, and a more reliable and resilient network.

In contrast to previous control periods, in CP6, enhancements can be introduced at any time and will be governed by Transport Scotland's Rail Enhancement Capital Investment Strategy. Many stakeholder longer-term needs and aspirations require enhancement to the network and have been identified through the Route Study process. Work with Transport Scotland is ongoing to build on the outcomes and develop priorities.

As well as the quarterly stakeholder Route Investment Review Group meetings, specific CP6 stakeholder workshops were undertaken in early and mid-2017 followed by one in October 2018, to share the developing CP6 plan. These were cross-industry events involving Transport Scotland, ORR, Transport Focus and freight and passenger operators. We plan to hold further workshops with stakeholders in 2019, building on the approach that supported the development of our CP6 plan.

Our people

Our people are our greatest asset. Throughout CP6 we will continue to invest in our colleagues and we will continue to build an inclusive culture in which everyone feels valued and engaged.

Our aim is to be Scotland's best employer and we will lead the way in making the railway industry more diverse and inclusive. Our HR team supports the building of the best railway Scotland has ever had through attracting, developing and retaining dedicated and committed people.

We are focused on building leadership skills that meet the future needs of the railway and which create an environment in Scotland that will allow everybody to reach their full potential. Our early engagement activity with under-represented communities and with local education providers is raising awareness of Network Rail as an employer of choice and our apprentice and graduate programmes ensure a strong pipeline of new talent.

We are focused on developing the capability of our people managers, giving them the skills to inspire, support, coach and develop their people to maximise their potential. Our talent and succession planning strategy ensures that our people are offered the right learning and development opportunities in line with our business needs and their own career plans, while also developing a pipeline of internal succession for our key roles.

We collaborate with our alliance partner, Abellio ScotRail, to ensure we make best use of available resources and give our current and future managers exposure to each part of the alliance. Collaboration across the alliance creates a strong, aligned and customer-first workforce, which endorses Scotland's Railway as a key employer supporting local jobs, reflecting all communities across Scotland and which puts the wellbeing of our employees at the heart of everything we do.

Over the next five-year period, we will ensure our workforce is engaged, motivated for the challenges ahead and proud to work for Network Rail in Scotland.