

Wales



Bill Kelly,
route managing director,
Wales

The railway in Wales and Borders plays a critical role in connecting people, business and communities to support regional and national economic growth. We run the safest railway in Europe, committed to getting our passengers and our employees home safe every day.

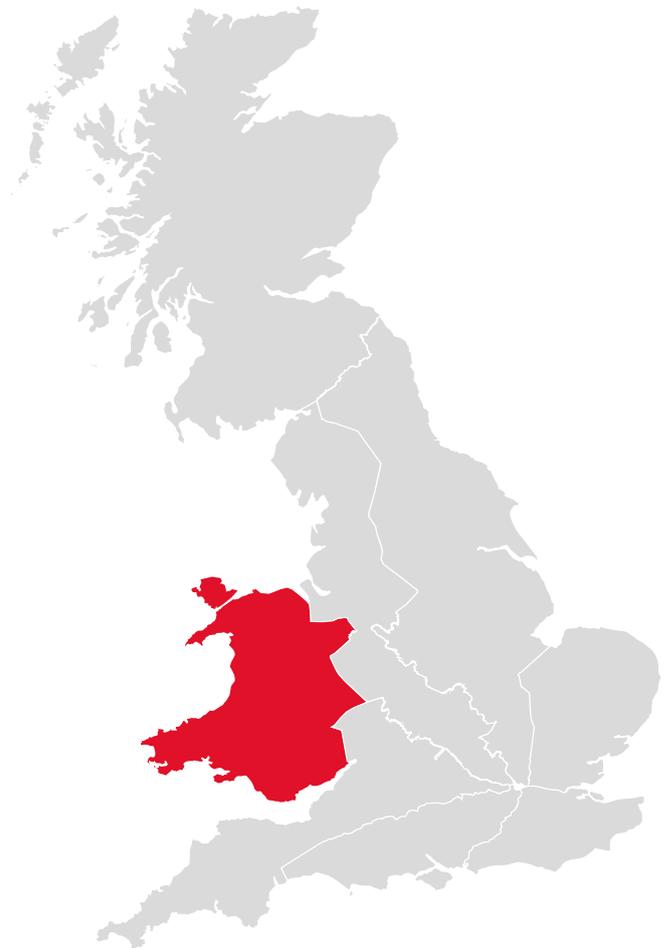
Our plan for the next five years puts passengers and freight customers first and builds on the excellent work and changes we implemented during Control Period 5 (CP5).

Electrification of the Severn Tunnel, the re-signalling of the North Wales Coast and the Cardiff area signalling renewal have delivered significant performance improvements and passenger benefits through CP5, whilst also unlocking infrastructure capacity. Devolution of the route has enabled us to work more closely with our industry partners to deliver the best possible service for our passengers and freight users.

In CP5 we also worked hard to bring track and train closer together in the interests of our passengers, in preparation for the new Transport for Wales (TfW) rail franchise, which commenced in October 2018. We now have joint communications, operations and safety boards as well as a Route Supervisory Board that holds the industry to account and puts passengers at the heart of decision-making.

Our CP6 plan builds on this foundation. We will continue to focus on delivering a safe, reliable, affordable and growing railway that better meets the needs of our passengers whilst providing value for taxpayers and our funders. Our plan is made up of over a thousand local schemes designed to deliver improvements for as many passengers as possible; it includes a robust renewals programme to maintain the safety and performance of the railway infrastructure.

It is an exciting time for the rail industry in Wales and Borders as we embark on a period of transformation which will see unprecedented change for passengers. I am confident that our plan, with the continued support of our stakeholders and dedication of our people, will deliver a better railway across Wales and Borders. Over the next five years we will focus on putting passengers and freight users first, and provide the best possible service. In February we announced plans to change the way that Network Rail is structured to enable more local decision making, improved responsiveness and more collaborative relationships with our stakeholders. These plans will drive an even greater



focus on improving train performance for passengers. As these changes bed in, we will publish updated strategic plans and associated settlements, laying out how we will deliver for passengers and our stakeholders.

Our route's new transport authority, TfW is seeking to significantly increase the focus on passengers, improve performance and create additional capacity to accommodate the expected continued long-term growth in demand for rail services.

Train reliability is at the top of the list of priorities for passengers and freight customers and is currently impacted by the size and age of train fleet. Over the next five years, passengers and freight customers can look forward to capacity improvements delivered by TfW as part of the new rail services contract. By December 2023, an additional 285 services will run every weekday, including improvements on the Ebbw Vale, Cambrian and Heart of Wales lines and the North Wales Metro (Wrexham-Bidston). We will be working closely with TfW ensuring we maximise every opportunity to

unlock capacity, provide greater flexibility, resilience and reliability across the network for the benefit of our passengers and freight customers.

Our planned £2 billion investment in CP6 represents the biggest ever devolved budget for the Wales and Borders Route.

In CP6, Network Rail will:

- Spend £135m in West Wales to improve signalling reliability, ensuring more punctual services for passengers
- Repair, maintain or renew more than 35 underbridges including River Neath Swing Bridge, Kidwelly Viaduct and Llangadog Viaduct
- Invest £176m to renew or refurbish 222km of plain line track railway, invest £58m in switches and crossings
- Undertake phase two of the Port Talbot resignalling scheme, making the South Wales Main Line more resilient to allow the capacity for additional services for passengers
- Invest an additional £27.7m to improve the railway's extreme weather resilience and monitoring to improve train reliability for passengers

Major improvement work in CP6

Improving the reliability and resilience of the railway for our passengers is a key area of focus for CP6. Enhanced maintenance strategies, greater use of remote condition monitoring and a 'predict and prevent' approach will achieve this. Our key projects include the £22m renewal of the iconic Grade II listed Barmouth Viaduct which provides a critical link for passengers travelling across Mid and North West Wales. We will also deliver phase two of the Port Talbot resignalling scheme to improve reliability on this part of the network.

Over the next five years, we aim to achieve a 6.6 per cent reduction on operating expenditure through smarter working, better planning, more efficient use of the railway and better technology. Installation of new pumps at Sudbrook pumping station at the Severn Tunnel will lead to a 5% reduction in energy consumption, as well as ensuring that rail services on the South Wales Main Line continue to be safeguarded from flooding.

Our workforce lost time injury frequency rate (LTIFR) is a key area of focus. In CP5 we achieved a 35 per cent reduction and in CP6 we will build on this success and reduce LTIFRs by 59 per cent, underpinned by managing the health and wellbeing of our staff and developing and embedding a learning culture.

Our route at a glance



30.4m

passenger journeys across the route each year



248

stations across the route



1,340

train services per day



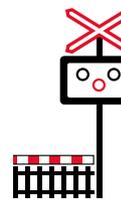
1,505

miles of track on the route



50%

more passenger journeys are made to, from and within Wales, than a decade ago



1,150

level crossings



2,923

bridges

Benefits

Repairing and renewing the railway at the right time, with minimal impact to operators and our passengers, is critical to maintaining service levels, improving reliability and making the railway as cost effective as possible. Our asset management plans aim to improve reliability by 9 per cent, and will support the increasing number of passengers making journeys across our route.

We will continue to work closely with TfW on a joint performance improvement plan with an ongoing focus on train performance during the morning and afternoon peak. Working with industry partners at a UK-wide level through route engagement with national bodies, including the Rapid Action Taskforce and the Right Time Railway joint team, will also help to bring about improvements in this area.

Cross-industry working to address route crime with our partners including British Transport Police, as well as implementing initiatives to reduce the number of bridge strikes, will ensure we are collaboratively doing all we can to improve the reliability of services for passengers and freight users.

We are also committed to working closely with TfW to support and help deliver proposals to improve journey times for passengers on parts of the network. This includes ongoing early development work on the North Wales Coast Line and Cardiff-Swansea journey time reduction schemes. We will also focus on reducing Temporary Speed Restrictions (TSR) across the Wales and Borders network as well as closing level crossings that impact line speed.

We will continue to reduce the risk of train accidents through better asset management, targeted investment in vegetation management and fencing and drainage renewal combined with the implementation of traffic management.

We anticipate significantly increased passenger service performance and additional capacity during CP6 and we will continue to work collaboratively with TfW to ensure we maximise every opportunity to benefit our passengers and freight users.

Stakeholder engagement

During the planning process for CP6 we met with a wide range of stakeholders including our partners, regulators, funders, passengers and the public:

Partners	Regulators and funders	Passenger, public and other stakeholders
<ul style="list-style-type: none"> • Transport for Wales • Arriva Trains Wales • GWR • Virgin Trains • Cross Country Trains • West Midlands Trains • DB Cargo • Freightliner • Colas, DRS, GBRF • Rail Delivery Group • British Transport Police • Supply chain 	<ul style="list-style-type: none"> • Department for Transport • Welsh Government • Office of Rail and Road • Transport for Wales • MPs and AMs • Businesses & developers • Local authorities • Natural Resources Wales • Environment Agency • Natural England 	<ul style="list-style-type: none"> • Transport Focus • Lineside neighbours • Local rail user groups • Community rail groups • Local communities • Wales and Borders rail franchise bidders

Key stakeholder themes included the reliability and punctuality of train services, journey time reduction, a desire for less unplanned engineering work, better connections and delivering value for money. Stakeholders also want to see greater cross-industry collaboration, improved relationships with lineside neighbours and changes to the way we respond and engage.

Our commitment to improving engagement with passengers, our stakeholders and lineside neighbours is reflected in our local scorecard measures and we will continue to work closely with industry partners, building on the collaborative 'one voice' approach established in CP5. We plan to hold further workshops with stakeholders in 2019. We will also continue our engagement at the well-established Transport Leaders Forum, which meets quarterly and brings together senior stakeholders from across passenger groups, government, business and the Welsh public realm for strategic discussion on key industry issues. These discussions shape our business priorities and highlight opportunities for collaboration across the transport sector and beyond, so we deliver the very best service for our passengers and freight users. Other activities include:

- The Joint Communications Board - involving Network Rail, Transport for Wales Rail Services and Welsh Government - meets periodically and will support the day-to-day cross-industry working which stakeholders have identified as an ongoing priority.
- Drop-in sessions at the National Assembly for Wales and events at Westminster will support our CP6 engagement with Assembly Members and MPs and CP6 will remain a key theme of the ongoing engagement with stakeholders across the route with other partners.
- Community Rail Partnerships and Rail User Groups. Lineside neighbour engagement is also key and community drop-ins will provide an opportunity to discuss local CP6 schemes as well as our wider plan for the Wales and Border network over the next Control Period.
- Route stakeholder newsletters to keep stakeholders updated on progress.
- Annual Stakeholder Report.
- Our bi-annual stakeholder perception survey and annual Assembly Members survey will allow us to monitor and respond to changes in stakeholder perception and favourability through CP6.

Our people

Our 1700 people are our greatest asset as we strive to deliver the very best service for passengers and freight users. Throughout CP6 we will continue to create a culture where all our employees feel valued and engaged in a transparent, ethical and inclusive way.

Our aim is to be one of Britain's best employers by attracting, developing and retaining great people, and our HR business plan will focus on these key areas: attract, engage, grow, retain. We also aspire to create an environment within the Wales and Borders Route that will allow everybody to reach their full potential and support Network Rail's commitment to creating a more diverse and inclusive railway. This will be done through early engagement with local education providers and supporting organisations with a view to building a pipeline of new talent through our apprentice and graduate programmes.

We recognise the importance of personal development to unlock and maximise the potential of our people. The Wales and Borders route talent strategy will ensure that our people are offered the right learning and development opportunities in line with our business needs and their own career plans, whilst also developing a pipeline of internal succession for our key roles.

People manager capability is a priority. We will ensure that our managers develop as strong and inspiring leaders with the right skills to support, coach and develop their people. We aspire to have an engaged, motivated and customer-first workforce. This in turn will lead to a more engaged stakeholder community that endorses the Wales and Borders route as a key employer supporting local jobs, the supply chain, apprenticeships and putting the wellbeing of its employees at the heart of everything we do.

Over the next five-year period, we will ensure our people are engaged and motivated for the challenges ahead and proud to work for Network Rail in Wales and Borders.