

Being responsible

At Network Rail we promote sustainable development and responsible business through our Responsible Railway Plan and our vision of a “Railway Fit for the Future”. We are keen to always understand how our activities affect the environment locally as well as globally and, at the same time, we drive social responsibility and actively seek to maximise opportunities to create social value, all whilst running a safe and reliable railway.

Environmental management

Biodiversity

As one of the largest landowners in the UK our impact on national biodiversity is significant. In 2017 we developed and published a rail industry biodiversity calculator to allow Network Rail and our supply chain to demonstrate commitments to “no net loss” to biodiversity and, in the case of the Thameslink project and the Gospel Oak to Barking electrification project, “net gain”. Work is now taking place to improve other tools, such as geospatial mapping, to better plan for ecological risks and opportunities.

Waste

Network Rail is a major producer of waste and generates a wide range of waste types including; construction, demolition, commercial and hazardous wastes. In 2017/18, Network Rail generated 2.14 million tonnes of waste, of which 33 % was reused, 56 % recycled, 5 % recovered (for energy generation) and 6 % sent to landfill. The landfill diversion rate of 94 % falls just short of our target of 95 %, however with increased focus this year we are confident it will be exceeded by the close of CP5.

	2017/18	2016/17
Waste diverted from landfill	94%	92%
Re-used	710,818 tonnes	663,481 tonnes
Recycled	1,197,820 tonnes	1,128,469 tonnes
Recovered (e.g converting waste material into energy)	106,556 tonnes	211,442 tonnes
Disposed	120,852 tonnes	171,243 tonnes

Energy and carbon

For Network Rail, energy is a vital part of our core business and we spend over £60m each year on keeping the railway running. Reducing our energy use not only reduces operating costs, but also reduces our carbon footprint and improves our environmental impact.

We have a regulated target to reduce emissions of carbon dioxide (CO2) by 11.2 % over the course of CP5 from the CP4 exit baseline. In 2017/18 we reduced our emissions of CO2 by 6.3 % compared to the previous year, with total reductions against the CP4 exit baseline of 17.5 %.

We have seen many energy, cost and carbon reduction initiatives across the business. For example, we are working hard to recover energy costs and encourage energy reduction throughout our managed stations through an ongoing programme of in-depth survey work of all station retail areas, with benefits to date exceeding £2.5m. Business units are implementing energy efficiency projects to achieve targeted energy savings, and are shaping energy and carbon reduction plans for CP6.

Weather Resilience and Climate Change Adaptation

Many rail assets are vulnerable to weather, a reflection of the characteristics of a nationwide transport system. Controls are in place to mitigate the impacts from weather-related events, ranging from speed restrictions during high temperatures and high winds to investments in improving the condition of high risk assets. However, the nature of weather and the scale and age of the rail network mean that impacts are still experienced.

We have been working to implement the 2017 Weather Resilience and Climate Change Adaptation Strategy with a particular focus on integrating climate change requirements into asset policies, and have developed a cost:benefit analysis tool to support decision making and development of business cases for resilience projects.

Social performance

At Network Rail we are striving to improve our social performance, recognising that running Great Britain’s railway is more than just transporting passengers from ‘A’ to ‘B’. It is a vehicle for connecting communities, creating jobs, regenerating areas of social deprivation, and driving socio-economic growth.

Community engagement

Many of our projects have chosen to ‘give back’ to the communities they serve by building long-term partnerships with local schools, businesses and lineside neighbours. In 2017 a community art project changed the face of rail infrastructure in south east London by painting meaningful images that resonate with the local community across Network Rail bridges and rail infrastructure. Graffiti and vandalism has been replaced in London Bridge by a mural dedicated to those who lost their lives in the terror attacks, whilst a Forest Hill structure now boasts an image from a well-known exhibit displayed at the local Horniman Museum.

Volunteering

This year 10 % of Network Rail employees used at least one of their five days of volunteer leave to support local charities and community groups, which is a 73 % increase on last year. Volunteering activities across the business have included careers workshops in schools to promote Science, Technology, Engineering and Maths (STEM) subjects to young people,

Being responsible continued



Andy Thomas, route managing director for Network Rail in Wales with Charlotte Spear, PCSO for British Transport Police, supporting 'Brew Monday'. As part of the Small Talk Saves Lives campaign, members of rail staff across the country stood alongside Samaritans volunteers at stations on Monday 15 January 2018 to encourage people to connect over a cup of tea, by offering passengers free tea bags and listening tips, as well as promoting Samaritans' services.

Strategic report

	2017/18	2016/17	2015/16
Number of days spent volunteering with charities and community groups	6,748.5	3,895	1,645

garden and building renovations in Barnardo's assisted living and children's centres, and community support for those affected by the Grenfell Tower fire in May 2017.

Charitable giving

In March 2017 we launched a two-year charity partnership with Barnardo's and fundraised £123,000 by the end of the first year. In addition, we saw a 5% increase in people using our Payroll Giving scheme to donate to their selected charities; this year Network Rail employees have donated an average of £45,000 to charity per month. In addition to Payroll Giving, train passengers have donated a further £1.1m through charity bucket collections at our stations.

Keeping communities safe

In 2017/18 we continued our community safety campaigns to reduce trespass on the railway across Great Britain. Over 25% of trespass incidents are reported to involve children and young people, which is why we work closely with schools to provide a range of education and prevention activities.

As part of the Great West Electrification Project alone, we have delivered rail safety activities to 118,305 pupils at 301 school events. For this area of the railway line, between Maidenhead and Bristol Parkway (approx 90 miles), we have seen just 17 trespass incidents in 2017/18 compared to 319 incidents across the remainder of the route.

Suicide prevention

246 suicides took place across the rail network in 2017/18, 4% more than the previous year despite the industry continuing to dedicate significant resource to this issue in

support of the government's commitment to reduce the national suicide rate by 10% by 2020.

The industry continued to work closely with local authorities and health agencies to promote early intervention for those in emotional crisis whilst at the same time deploying physical and psychological suicide prevention measures at known high risk locations across the network.

A cornerstone of the industry's work this year is the training of staff to intervene in suicide attempts. In 2017/18 1,711 interventions were made – 7.5% more than 2016/17 – and our Small Talk Saves Lives bystander campaign (launched in November 2017) has enabled our customers to help prevent suicides both on and off the railway.

Level crossings

Level crossings continue to be one of the biggest safety risks on the rail network. In conjunction with our rolling programme to close or alter level crossings to reduce safety risk we have continued our awareness campaigns on how to use a crossing safely. This year we have closed 55 level crossings which takes the total number of closures within CP5 to 320.

Economic impact

Did you know?

- This year we worked directly with over 3,860 suppliers, 66% of whom were SMEs, spending over £6.51bn.
- We are a major user of UK steel. All of the steel used for rail replacement or upgrade is manufactured in the UK under an agreement with British Steel.

Our approach to risk management

Our approach to risk management across Network Rail balances the risks associated with our operational environment and identifying opportunities to improve performance, through careful acceptance of some risk.

We recognise our status as a regulated rail network infrastructure provider and the importance of maintaining essential service provision.

The operational railway is continuously susceptible to changing environmental conditions. The success of the railways in the UK, measured by the growth in passenger numbers, and the continued drive for efficiency means that we must be both flexible and innovative in our risk mitigation strategies. Our enterprise approach to risk management provides multiple opportunities to review, monitor and enhance mitigations depending on the changing conditions and challenges.

Our principal risks are outlined in the 'Key strategic risks' section on page 40-45.

Embedded risk management processes

We take an enterprise-wide approach to risk management and have an Enterprise Risk Management (ERM) framework in place for the identification, analysis, management and reporting of all risks to strategic objectives. The purpose of our ERM framework is to identify and mitigate risks to the delivery of a safe, reliable, efficient service to our customers. Our ERM framework supports all areas of the business to recognise both threats and opportunities early. Early recognition of risk allows us to work collaboratively and proactively with customers, stakeholders and suppliers to manage our extensive portfolio of works better. Being better every day requires us to look at areas where we can improve our service. By careful consideration of risk we can focus on those opportunities that have the highest potential to increase efficiency and provide a better experience for our customers.

The risk processes within our ERM framework provide tailored approaches for specialist areas such as safety, project management and information security. The use of a standard risk assessment matrix and defined risk appetite enables integration of operational and strategic risks. Line of sight and links between risks are documented and visualised through our award winning risk visualisation approach. Strategic risks are linked to our corporate scorecard and business plans are required to document and assess risks to delivery against the corporate risk appetite statements.

Clear escalation criteria and the use of business assurance committees throughout the business provide structured governance, challenge and assurance. We have introduced the concept of risk trajectory to enable more informed challenge on the effectiveness of risk mitigations. The establishment of early warning indicators (EWIs) provides the ability to continuously monitor how effective our controls are at managing the root causes of our principal risks. By using current reporting and monitoring techniques, such as visualisation boards and periodic reviews, we can better link risk with performance.

Whilst the ultimate responsibility for risk management rests with the Board, it delegates the more detailed oversight of risk

management and internal control principally to the audit and risk committee, which reports the findings of its reviews to the Board. The audit and risk committee receives regular reports from the internal and independent auditors and reviews progress against agreed action plans to manage identified risks. Detailed oversight of safety related risks is delegated to the safety, health and environment committee.

Categories of risks (i.e., safety, performance, value) and who manages them

All principal risks are mapped to performance reporting and strategic objectives. The assessment of risk is informed by the performance targets and the company's risk appetite statements. Each risk is appointed an executive committee owner.

Network Rail has defined its risk appetite as follows:

Network Rail has no appetite for safety, health or environmental risk exposure that could result in injury or loss of life to public, passengers and workforce or irreversible environmental damage. Safety drives all major decisions in the organisation. Network Rail will consider options to reduce safety risk where the business case goes substantially beyond our legal obligation to reduce risk so far as is reasonably practicable.

In the pursuit of its objectives, Network Rail is willing to accept, in some circumstances, risks that may result in some financial loss or exposure including a small chance of breach of the loan limit. It will not pursue additional income generating or cost saving initiatives unless returns are probable (85% CI for income and 60% CI for cost reductions where potential returns are high).

The company will only tolerate low to moderate gross exposure to delivery of operational performance targets including network reliability and capacity and asset condition, disaster recovery and succession planning, breakdown in information systems or information integrity.

The company wants to be seen as best in class and respected across industry. It will only tolerate low to moderate exposure that may result in short term negative impact on reputation and stakeholder relationships and is easily recoverable, i.e. minimal negative local or industry media coverage, and/or minor employee experience and political impact. This will continue to be balanced by regular positive media coverage at national and local level.

Risk management continued

Risk area: Safety

Britain's railways are amongst the safest in Europe, however we are not complacent. Network Rail continues to assess and monitor all areas of safety and continues to invest in preventive measures to keep the likelihood of safety incidents to a minimum.

Risk	Risk Owner	Current Actions	Planned
<p>Failure to safeguard our workforce resulting in single and/or multiple fatalities to Network Rail staff (employees and contractors).</p>  <p>Safe</p>	<p>Group director of Safety, Technical and Engineering</p>	<ul style="list-style-type: none"> • We fitted a vehicle speed warning system to 7,700 fleet vehicles to enable our drivers to get immediate support to drive within the speed limit. This has reduced speeding events. • We implemented the revised standard Safety of People at Work on or Near the Line as a critical element for the successful delivery of Planning and Delivering Safe Work. • We have reviewed and revised the Industry Common Induction. A programme for electrical safety delivery was agreed by executive committee and SHE committee, focusing on improved isolation methods, better test equipment, accountabilities and competence / training. • We established a fatigue risk management programme aligned to a proposed new standard and delivered educational videos for our staff. • Implemented Safe Trackside Working programme - including development of strategic signal controlled warning system and preparation for trials of tactical high integrity protection system. 	<ul style="list-style-type: none"> • To introduce proactive risk management through use of the leading indicators provided by the Vehicle Speed Warning System. Investigate vehicle utilisation to ensure that the most appropriate vehicles are used. • Develop integrated safe system of work planning tool for use by Network Rail and its contractors. Including development of a mapping solution to deliver improved planning and hazard identification. • Introduce a single source of task based risk information system to allow all staff to easily access relevant hazard and risk information. • Additional ESD: Complete revision of 25kV isolation instructions and associated training material to enable commencement of trial. • Produce a fatigue risk tool kit and guidance for line managers. • Introduce revised Sentinel Scheme rules and revisions to core track safety competences. • Safer Trackside Working programme – feasibility studies for Signal controlled warning technology and trials for Lineside Early Warning System.
<p>Failure to prevent a major avoidable train accident (collision, derailment etc.) which results in multiple injury/fatality to members of the public/passengers resulting in loss of reputation, finance and reduced performance.</p>  <p>Safe</p>	<p>Managing director, England and Wales</p>	<ul style="list-style-type: none"> • Corporate Scorecard measure for risk reduction adjusted to allow for effectively targeted measurement of priority activities. • Targeted communications campaigns for the users of Automatic Half Barrier and User Worked level crossings. • Targeted action at level crossings through the Level Crossing Risk Reduction programme. • Increased coverage using train-borne track monitoring. • Plain Line Pattern Recognition operational for 14,496 miles. • Targeted removal of lineside vegetation that presents a risk to train derailment/collision. • Targeted reduction in the number of high risk road vehicle incursion sites. • Targeted reduction in the number of high risk scour sites. 	<ul style="list-style-type: none"> • Research and development of the COMPASS alternative signalling system to facilitate systems-based degraded mode working with the aim of reducing the reliance on human processes and enhancing the resilience of degraded operations against human error. • Continued focused measurement through the train accident risk element of the corporate scorecard. • Further public education campaigns and targeted action at level crossings through the Level Crossing Risk Reduction programme. • Additional targeted reduction in the number of very poor condition fences that could present a risk to train derailment/collision. • Extended use of trainborne equipment for track condition monitoring.

Risk management continued

		<ul style="list-style-type: none"> • Targeted reduction in the number of very poor condition fences that could present a risk to train derailment/collision. • Revision of the signalling design handbook. • Continued roll-out of new control framework in the form of Business Critical Rules. • Development of Engineering Competence Framework. • Development and roll out of Civils Strategic Asset Management System to provide better asset information. 	<ul style="list-style-type: none"> • Continued targeted removal of lineside vegetation that presents a risk of train derailment/collision. • Further targeted reduction in the number of high risk road vehicle incursion sites. • Continued targeted reduction in the number of high risk scour sites. • Publication and implementation of the revised signalling design handbook. • Delivery and implementation of new training and competence support materials for staff undertaking and monitoring safety critical communications. • Completion and implementation of a Network Rail Single Competency Framework for professional Engineers and Asset Managers. • Further system evolution and deployment of the Civils Strategic Asset Management System to provide better asset information. • Completion of Business Critical Rules improvement projects.
<p>Failure to have suitable and sufficient infrastructure, systems and controls in place to safeguard passengers and public at the interface with trains and the railway (excluding train accident risk), resulting in a fatal or major injury.</p>  <p>Safe</p>	<p>Group director of Safety, Technical and Engineering</p>	<ul style="list-style-type: none"> • 55 Level Crossings permanently closed in Year 4; 320 permanently closed in CP5 to date. • 27 (31 planned for the end of the year) commissioned asset improvements at level crossings in Year 4; 65 asset improvements to date in CP5. • 12 crossings temporarily closed, removing risk, whilst permanent risk reduction measures are developed in Year 4; 48 temporarily closed in CP5 to date. • Recast of the previous Level Crossing Strategy to Enhancing Level Crossing Safety. • TWAO Cambridgeshire, Essex and Suffolk public inquiries are underway. • Refresh of the All Level Crossing Risk Model to improve the accuracy of risk modelling and calculations of level crossing risk. • Supported RSSB to educate other Station Infrastructure Managers about how to use the PTI risk assessment tool across the railway stations estate. • Revision of the Community Safety Strategy, including development of metrics to help measure the reach and impact of our Community Safety Campaigns. • Targeted local campaign for addressing the issue of trespass at stations. 	<ul style="list-style-type: none"> • Closure of an additional 126 Level Crossings (subject to feasibility studies and liabilities negotiations). • Development of the Meerkat solution for user worked crossings. • Deployment of Red Light Safety Equipment Cameras at up to 18 sites. • Embedding of Enhancing Level Crossing Safety within the business. • Procurement and installation of up to 30 COVTEC SAWDs. • Completion of GRIP Stages 1-4 of the Anglia TWAO to include completion of public inquiries in Cambridge, Suffolk and Essex. • Continued development of an AHB+ solution. • Procurement and installation of overlay MSLs at up to 28 sites. • Review and further development of the current Narrative Risk Assessment Process. • Establish the cross industry trespass prevention programme. • Delivery of targeted public communications campaigns. • Development of a user interface for the new All Level Crossing Risk Model (ALCRM) risk engine, together with full impact assessment of changes to the national risk profile, in preparation for CP6 activation. • Further delivery of community safety campaigns and interventions directed towards.

Risk management continued

		<ul style="list-style-type: none"> • Delivery of the Small talk Saves lives campaign for suicide prevention. • Roll out and deployment of the Platform Train Interface (PTI) risk assessment tool at Network Rail Managed stations. • Delivery of the next cycle of the railway safety educational programme in schools located near sites with high levels of trespass and vandalism during academic year 2017/18. 	<ul style="list-style-type: none"> • Public education and engagement. • Trespass prevention. • Suicide prevention. • Level crossings risk reduction.
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Risk Area: Value

Network Rail is committed to delivering value for money through robust planning and supplementing funding through selling non-core assets. Network Rail is undertaking an ambitious programme of transformation to enable the business to be well placed for CP6. This brings opportunity but change is disruptive and any destabilising effect must be well managed.

<p>Failure to: – live within our funding envelope. – to achieve net receipts from asset sales to support shortfall funding and – to deliver efficiency savings programme.</p>	<p>Chief financial officer</p>	<ul style="list-style-type: none"> • Quarterly financial model review. • Improved modelling relating to material and irregular cashflows with the relevant business areas. • Regular open and transparent engagement with DfT and HMT with regard to our financial plans. • Engagement with DfT / HMT to ensure strategic direction and approvals are streamlined; e.g. sale process. • Value for money is understood within the asset divestment portfolio and approach agreed at BICC. • Agreement reached with HMG on the property asset portfolio eligible for sale. • Ongoing engagement with Government to ensure all options are explored regarding asset disposals. 	<ul style="list-style-type: none"> • Rolling out more sophisticated cash flow forecasting tools and encouraging devolved businesses to take accountability for cash forecasting. • Collateral facility specifics are agreed with DfT with an aim to implement in April 2018. • Completion of the asset sales programme to meet the targets agreed with DfT and HMT. • Ensure retained property business is fit for purpose. • Ongoing development, embedding and improvement of the continuous business planning process. • Development of early warning indicators for the start of CP6. • Development of reporting framework for CP6.
 <p>Efficient</p>			
<p>Network Rail not embedding and sustaining the right change initiatives at the right time, in the right way, to deliver the right benefits aligned to key business strategies and external reports.</p>	<p>Group Human Resources director</p>	<ul style="list-style-type: none"> • Establish the Transformation Directorate, with a defined remit and accountabilities. • Transformation Working Group established to provide direction to and oversee the development and delivery of transformation activity, with a clear terms of reference and governance structure through to the executive committee and Board. • Key transformation programmes established supported by underpinning enabling projects to ensure successful delivery. 	<ul style="list-style-type: none"> • Develop and Communicate the Transformation vision, aligned to Network Rail's strategic objectives. • Establish and communicate a clearly defined, prioritised portfolio of change activities with accountable owners agreed.
 <p>Great People Great Teams</p>			

Risk management continued

Risk Area: Performance

Delivery of our extensive enhancement and renewals portfolios is a key priority for us. New controls and governance arrangements have proved successful over the last 12 months and seen us deliver our largest ever portfolio of works with no major possession overruns.

By investing in our staff and attracting young talent to the rail industry we are managing risks to recruitment and retention and have low staff turnover. We understand change is unsettling and will continue to work closely with staff and unions to minimise adverse impacts.

We are investing in our recovery and business continuity planning to reduce long-term impact of business interruption. This includes further controls in areas of information governance and cyber security.

Managing train service reliability to meet performance targets remains extremely challenging, with a higher than desirable likelihood of the risk materialising. Mitigations in this area remain a priority over the next 12 months and significant improvement in train performance is expected to provide the platform for CP6 delivery. We remain confident that over the longer term we will reduce risks in this area to within acceptable levels.

Failure to deliver the enhancement portfolio to time and cost.

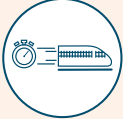




Growing



Managing director, Infrastructure Projects

- Quarterly business assurance committees (BACs) held in each Region and Programme, and as part of the MD's IP Executive Leadership Team meeting; Risk and assurance metrics reviewed monthly.
- Risks aligned to and reviewed against strategic objectives and risk trajectories in the IP Executive BAC, following the update of the management system in 2017 through the One Vision One Way change programme.
- Regular meetings between NR, DfT and ORR to review the tri-partite integrated assurance process. Peer Review process fully embedded and aligned to the Enhancements Delivery Plan.
- Implementation of a robust tender review process to assure major infrastructure programme bids and ensure Network Rail is capable of delivering the expectations set out in the business case, along with the anticipated outcomes.
- Ongoing integrated planning processes to assign critical resources at times of peak demand, e.g. bank holidays, with continuing focus on delivery governance (e.g. GRIP, DWWP) and assurance; resulting in 99.5% safe, on time hand back at bank holiday possessions.
- Development of a portfolio approach to risk and contingency management reflecting industry best practice.
- Ongoing improvements in the planning process (GRIP 4 Track) throughout the project life cycle with the continuation of GRIP4Track (G4T) across all elements of the programme.
- Weekly G4T escalation reviews.
- Understanding various access regimes and impact on cost.
- Embed risk and assurance metrics into monthly business reviews, reinforcing the quarterly BACs.
- Application of risk visualisation techniques and monitoring of risk trajectories to manage risk at the IP Executive BAC.
- Implementation of the portfolio approach to risk and contingency management reflecting industry best practice and building on in-house capabilities to model project, programme and portfolio risk.
- Further development of risk management techniques for major programmes with complex timetable changes.
- Contribute to the DfTs update to guidance on risk uplifts to support business case submissions and investment decisions.

Risk management continued

		<ul style="list-style-type: none"> • Embed improved governance across the programme including Programme Board, Assurance panel and Route Track Governance panels. 	
<p>Failure to deliver the renewals portfolio to time and cost.</p>  <p>Efficient</p>	<p>Managing director, Infrastructure Projects</p>	<ul style="list-style-type: none"> • Renewals deliverability reviews of the Strategic Business Plan for CP6 on a route and national basis. 	<ul style="list-style-type: none"> • Completion of actions associated with Network Rail's 'Must Wins' as they relate to renewals for CP5. • Continued focus on renewals related delivery risks as part of the ongoing management of risk led by the IP Executive Team. • Management of risks associated with the smoothing of the renewals workbank and transition from CP5 to CP6, to provide assurance to the industry supply chain. • CP6 contracting strategy for IP Track renewals. • Contribute to the DfT's update to guidance on risk uplifts to support business case submissions and investment decisions.
<p>Failing to attract, retain and develop the full potential of our pipeline of talent for key roles; resulting in sub-optimal leadership capability, worse business outcomes and a compromise of our ability to deliver a better railway for a better Britain.</p>  <p>Great People GreatTeams</p>	<p>Group Human Resources director</p>	<ul style="list-style-type: none"> • Implement and communicate NR's strategy to be an employer of choice to emerging talent. • Heads of Professions appointed to establish and implement career pathways within each profession. • Ongoing support and engagement with talent groups. • Developed and agreed group talent strategy and roadmap. • Revised the list of critical roles that will make the greatest contribution to execution of the strategic plan. • Introduced a model to understand and measure the potential of our talent. • Developed the training material on the potential model for managers and HR. • Process designed for critical role succession planning. • Establish, procure and piloting a Strategic Workforce Planning (SWP) tool to give focus to our talent strategy and initiatives. 	<ul style="list-style-type: none"> • Socialise the strategy to communicate and position NR as an employer of choice to emerging talent. • Continue delivery of professions programme identifying and implementing career pathways within each professions. • Develop and deliver early talent engagement strategy. • Review and deliver leadership programmes. • Continue development of networks and alumni for roles in NR professions. • Roll-out the potential model to HR and defined managers. • Complete succession plan for ExCom roles / critical roles. • Continue to rollout SWP.
<p>Failing to secure employee and Trade Union support for our forward change agenda.</p>  <p>Great People GreatTeams</p>	<p>Group Human Resources director</p>	<ul style="list-style-type: none"> • Regular and positive engagement with Trade Unions providing opportunity for bargaining groups to meet early. • Engagement with Trade Unions to review and update the collective bargaining framework. • Roll-out industrial relations learning programme to HR Business Partner community. • Support the routes to develop and build robust operational contingency plans, including appropriate HR mechanisms. 	<ul style="list-style-type: none"> • Continue positive engagement with Trade Unions providing visibility of major change programmes. • Implement and roll-out updated collective bargaining framework. • Engage HR Business Partners to deliver industrial relations learning to upskill their key frontline manager. • Business test operational contingency plans.

Risk management continued

<p>Failure to recover from a business interruption to pre-defined output levels and within agreed recovery timescales.</p>  <p>Reliable</p>	<p>Chief financial officer</p>	<ul style="list-style-type: none"> • Central Business Continuity (BC) team resourced and in place to support the delivery of the Business Continuity Management (BCM) framework and provide expertise and advice. • BCM framework designed and tested through route and group pilots. • Critical systems and assets identified across the business. • Business Continuity plans developed for critical assets. • Resilience risks identified, documented and reviewed at business assurance committees. • Incident management process reviewed and improved. National Emergency Plan reviewed and updated. 	<ul style="list-style-type: none"> • Testing schedule agreed for critical assets. • Desktop testing of all asset recovery strategies. • Full scale scenario based testing of emergency response plans. • Further Strategic and tactical investment to provide more resilient network and systems based on the highest priority critical assets.
<p>Unable to achieve TOC / FOC performance targets as agreed with stakeholders, to meet NR's CP6 business plan trajectory including CP5 exit position.</p>  <p>Reliable</p>	<p>Managing director, England and Wales</p>	<ul style="list-style-type: none"> • Delivery of Delay per Incident Programme, including the introduction of Chief Operating Officers and Senior Incident Officers to strengthen service recovery. • National Task Force (NTF) agreement for TOCs and FOCs driving increased focus on right time starts as a key performance lever. • Agreed joint BTP Industry reviews of all fatalities and attempts to aid prevention. • Initial Industry advice and High Level Output Statement (HLOS) setting out the Industry's performance agenda to CP6. • Review of seasonal management process to better align TOC preparedness with the routes. • Development of CP6 metrics to better reflect local passenger and freight priorities. 	<ul style="list-style-type: none"> • Route Strategic Plans (RSP) will now drive an update to the joint performance strategies agreed with operators. • Introduction of route supervisory boards. • System Operator is implementing timetable resilience and performance modelling team to improve detailed challenge to rolling stock specifications. • Delivery of the Route Transformation Programme. • Roll out of technology to improve our predict and prevent capability such as Remote Condition Monitoring, Intelligent Infrastructure and Whole System Modelling. • Alignment of performance objectives across the industry. • Focus on response and recovery times when incidents occur. • Building on the work of our suicide prevention programme to include trespass. • Better understanding of sub-threshold delay through GPS data and new industry wide analysis database. • Further trials of traffic management to improve recovery of service.