

ANGLIA CP7 STRATEGIC BUSINESS PLAN

April 2024 - March 2029



FOREWORD



Katie Frost, Route Director

With the challenges our railway has faced over recent years with COVID and a significant period of industrial action, it would be easy to forget all the positives that we have achieved in our Control Period 6 (2019-2024). These five years on Anglia have seen new stations, a transformation of rolling stock, a safer place for our people to work and for our communities and many other improvements for passengers and freight customers.

Thanks to cross-industry partnership working and significant investment, the Elizabeth line with cross-London travel has become a reality after a decade of construction and engineering from Reading in the west to Shenfield in the east. Passenger numbers are exceeding expectations and it's truly making a difference to how we travel across our capital.

Similarly, many of our operators, in partnership with Network Rail, have upgraded their fleets, with Greater Anglia bringing an entirely new fleet online, transforming the passenger experience for the better. This coupled with improvements at Liverpool Street station with new toilets, lighting and gate line changes have made the end-to-end journeys of millions a much more enjoyable and seamless experience.

So, what will be different in CP7? While leisure travel has returned or even exceeded pre-COVID numbers, the business and commuter market has not, and as such continues to put cost pressures on the industry. We need to find more efficient ways to deliver a successful and sustainable railway. As we move towards Great British Railways, we must work ever closer with our train and freight operator partners and focus our investment decisions on where we will see the best return for our passengers and customers. We've already seen a significant programme of modernising our maintenance function, which will save the business nationally around £100m.

Continued...



Our commitment is to spend every pound we have as if it is our own, and with the Office of Road & Rail (ORR) approving around £2.6 billion for our route in operations, maintenance and renewals alone over the next five years, and additional multi-million-pound enhancement projects funded through government and third-party streams, this has never been more important.

This investment will enable us to deliver two new stations at Cambridge South and Beaulieu Park, the first new station on the Great Eastern main line in over 100 years. We will also complete one of the largest renewal projects in the country, where we are resignalling the wider Cambridge area, improving the reliability of our infrastructure and upgrading level crossings. The roof at Liverpool Street will be renewed and dozens of smaller but impactful track renewals and civils projects will help keep our railway safe and services reliable.

We will also support the industry strategy to increase the volume of goods transported across the rail network by freight, which contributes an estimated £2.45bn to the UK economy each year, while decarbonising

supply chains, reducing road congestion, improving air quality and supporting levelling up ambitions. CP7 will see the introduction of a national freight growth target for the first time, calling on our industry to drive a 7.5% increase in rail freight over the five-year period. Many of our schemes in Anglia, which deliver improvements to passenger services also support a reliable freight service, such as the resignalling of the wider Cambridge area.

We are proud that Anglia continues to attract the lion's share of third-party investment, which means we can grow our railway with minimal cost to the taxpayer. There are a number of exciting schemes in the planning, including Project Mersey – the redevelopment of Liverpool Street station – and upgrades to our Suffolk railway as part of the Sizewell C development.

To achieve all this for our passengers, freight customers and communities, we will continue to invest in our people. We will focus on upskilling our leadership capabilities throughout our organisation, nurturing our talent and creating an inclusive workplace where everyone can thrive. We want to make Anglia a great place to work for everyone.

While we are doing all of this, we will remain dedicated to making sure everyone goes home safe, every day. Whether that's our staff, our contractors, passengers or those using a footbridge, station or a level crossing. We have improved safety on our network in CP6, but we want to make 'home safe every day' a reality for everyone and there will continue to be significant investment in safety in CP7.

CP7 brings some exciting challenges for us an industry and opportunities to make journeys better for passengers and freight customers, supporting our communities in which we work. Collaboration and teamwork will be a key component of our success, so whether you work for Network Rail, a train or freight operator, a supply chain partner, or if you are a stakeholder, passenger or resident, you will play a part in our CP7 success story. I look forward to working with you.

Katie Frost | Route Director

OUR VISION AND COMMITMENTS

Anglia Route is part of Network Rail's Eastern Region. In setting out our route vision and four commitments, we have been clear to have a line of sight and alignment to the commitments made within the Eastern region plan and nationally.

For example, **Anglia Route makes up 53%** of Eastern's train performance target, so what we do really matters. Our key metrics such as performance, safety and community engagement are rolled up to Eastern targets, as part of our scorecard alignment.



OUR VISION AND COMMITMENTS



The Network Rail Story



Eastern Region Strategic Priorities



Our Vision

Team Anglia – safe, well and proud to deliver a great service for our customers and communities

Our Commitments & Legacy

1 Service and customer focussed
Being ambitious to deliver more for our customers, opening up new opportunities and forging long-lasting partnerships.

2 Safety and care at the heart
Being uncompromising in our desire to understand and learn from the drivers of our safety performance and taking action to improve.

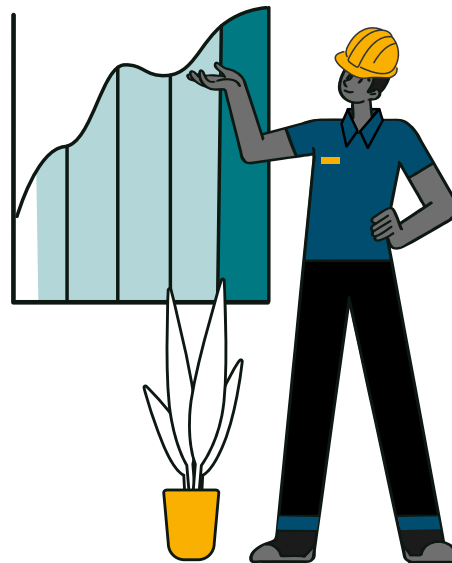
3 High performing, engaged people
Relentlessly investing in our people to fulfil their potential, listening to each other's views and ideas to make the route a great place to work.

4 Modern, sustainable and financially responsible
Making the most out of every pound invested as if it was our own.

Our vision sets out where we want our business to be. We know we already achieve elements of this but recognise we need to do this consistently and that there are areas where we must do better. To support this, we have set ambitious “what we will be known for” legacy statements for each of the commitments. Our intention is to live these statements in such a way that our teams and our stakeholders will instantly recognise these to be true in the way we do business.

Our four commitments are embedded into everything we do. It’s how we’ve coordinated our change activity, set our people’s objectives, and how we govern our business through our periodic business reviews.

This booklet is divided into these four commitments, as chapters, explaining how we are investing the significant funds granted to us for CP7 by the Office of Road and Rail, the independent regulator that oversees Network Rail’s activity. We have also set out how we are spending funding on a small number of major projects, secured either through the government’s Rail Network Enhancements Pipeline or third-party investment.



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“Our four commitments are embedded into everything we do.”

How we manage our business

Everything we plan to do in CP7, as described in this document, will only become a reality if we have robust and effective governance, risk, assurance and improvement (GRAI) processes in place.

In Anglia, we pride ourselves on the focus we put on GRAI, and in February 2024 we were the first route in the country to complete the new GRAI maturity assessment. This has helped us clarify areas of relative strength, for example in our route governance framework, but also areas requiring further strengthening in CP7, such as our level one assurance processes. We will revisit this assessment every quarter to monitor progress on improvement.

Governance

We have a defined governance framework within the Anglia route, providing clarity on how decisions are made and how the business is reviewed throughout Anglia and up into the Eastern Region and beyond. This governance framework is reviewed each quarter in line with our business assurance committee.

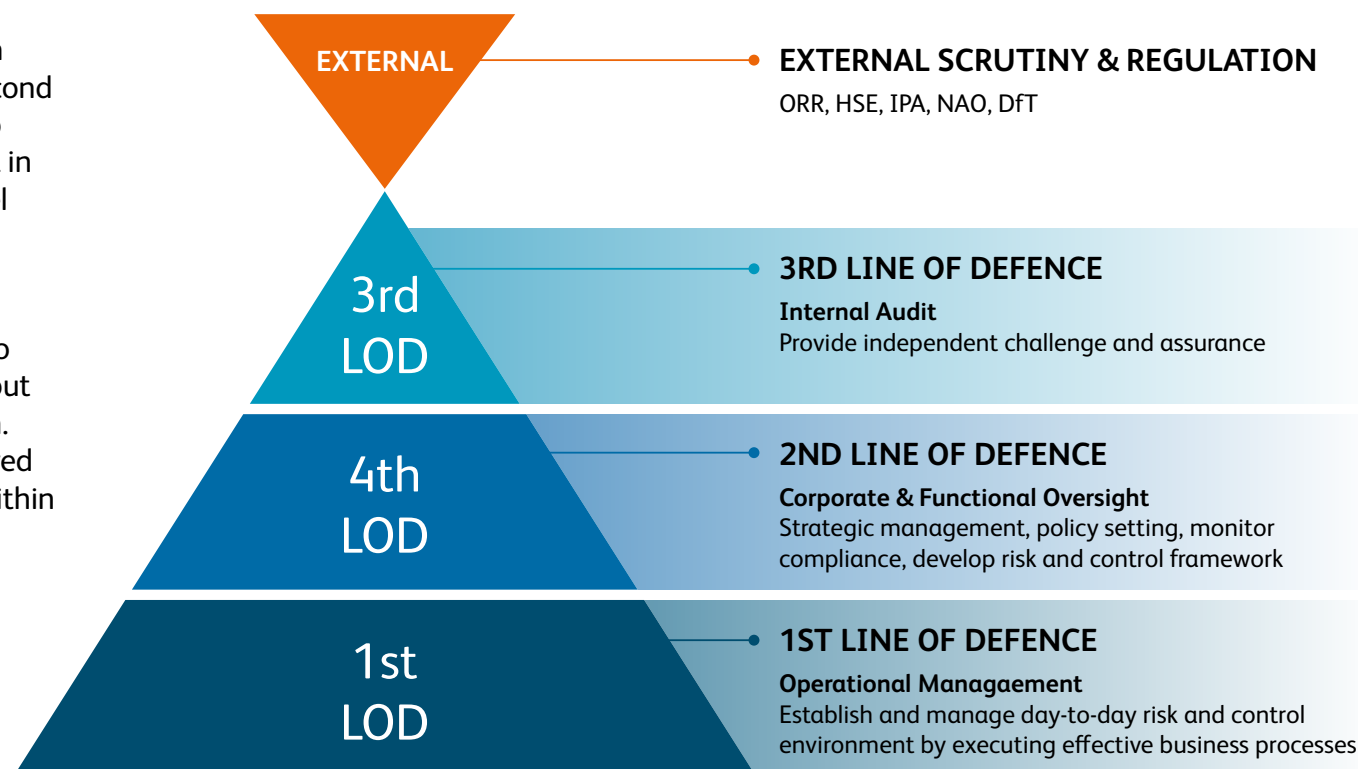
Risk

Like any business we will always be subject to threats and opportunities, and we use our risk management processes to mitigate and maximise those. We utilise the company-wide enterprise risk management process, together with a locally developed risk radar which provides a simple visual representation of some of our more critical threats and opportunities.



Assurance

As a company, we utilise a three lines of defence (LOD) assurance model, and our role as a route is to deliver effective first line assurance (operational management), and actively embrace more independent assurance from other parts of the business and beyond (second and third lines of defence). As we move into CP7, one of our key change projects to start in Year 1 is to significantly strengthen our level one assurance, initially in maintenance and then beyond, so that we can give ourselves more confidence that business processes are operating as they should be. We will also have a mindset of embracing and seeking out independent assurance on areas of concern. Insight from all levels of assurance is reviewed at our periodic GRAI board and quarterly within our business assurance committee.



Improvements

In the strive for simplicity, we have rationalised our route change portfolio into four change programmes, with projects under each, and all aligned to our four Anglia commitments. Each of the four programmes has an executive owner and an overseeing change board. We are really excited by our change projects in CP7, and they vary considerably in their nature, whether it's providing innovative leadership capability training to our managers, to making significant savings through innovative technology. We know things change, and so it's important that there is a robust framework in place to monitor progress of existing projects, and to introduce any new change projects in a coordinated

and considered way through the relevant change boards and prioritise efforts accordingly.

Our mindset is that it is critical to involve those most closely impacted by the change, in designing what the change should look like. To support this, we have recently established change focus groups in both our maintenance section manager, and operations manager communities, which are proving invaluable and will continue to be utilised throughout CP7.



1. SERVICE & CUSTOMER FOCUSSED

We will be known for:

Being ambitious to deliver more for our customers, opening up new opportunities and forging long-lasting partnerships and putting passengers first.



1. SERVICE & CUSTOMER FOCUSSED



In Anglia we want to be known for being ambitious to deliver more for our customers, opening up new opportunities and forging long-lasting partnerships and putting passengers first.

As we evolve towards Great British Railways, we are embedding the ethos of track and train throughout our CP7 plan to create a more reliable and accessible railway that improves the passenger and customer experience by better focussing on their needs. We aim to provide the punctual service and excellent passenger experience our customers rightly expect. In CP6 we made great progress towards achieving this, with successes including:

- **Being the most punctual route in the country with around 80% of trains on time (within 59 seconds of timetable).**
- **Supporting the introduction of new fleets for our major operators, providing a significant improvement to passenger experience.**
- **Completing a variety of improvements at Liverpool Street station including free Wi-Fi and upgrading our toilet facilities.**
- **Working with industry partners to improve accessibility at our stations, making it easier for everyone to use our network.**
- **Supporting the freight industry to keep supermarket shelves stocked and goods moving through the disruption caused by the COVID-19 pandemic.**

But there's more we can do. Much of our network can be improved so passengers with reduced mobility can use our services more easily. We know we can improve the reliability of passenger services and we're committed to getting more freight on rail to help make the railway greener.

This section will set out our ambitions to improve the service we offer to our passenger and freight customers by:

- **Enhancing the passenger experience**
- **Partnership working with train and freight operators**
- **Investing in our infrastructure**
- **Building a better railway**
- **Modernising our operations and updating timetables**
- **Engaging with our communities**



Enhancing the passenger experience

We aim to put our passengers and customers at the heart of everything we do. Alongside our operators and other industry partners we will build on achievements made in CP6. With a focus on end-to-end journeys, we'll work to deliver a more accessible, punctual and safe railway, relied upon by customers wherever they are on Anglia's network.

Liverpool St station is our gateway to the rest of the route. Now Britain's busiest station, we are carrying out a number of activities to improve the passenger experience. These include doubling the number of ticket gates in front of platforms 1-10 by moving retail units to improve pedestrian flow and reducing bottlenecks and congestion as people board or alight their trains. We're also modernising our public address system, making our passenger information clearer and easier to understand.

We will continue to improve accessibility by trialling new technology and investing in accessibility research to ensure the needs of our passengers are at the centre of our

decision making when considering station improvements. We've recently introduced British Sign Language train information onto our information screens and developed a virtual 360 station tour developed in collaboration with Greater Anglia. Further to this we are exploring the use of 'GoodMaps', an app that provides an on-demand, reactive mobile navigation for people who are blind or visually impaired.

While Anglia has some of the best performing services in the country, there is more we can do when disruption affects the rail service. We will continue to embed the 'One Team' approach with our train operators at Liverpool Street station by agreeing a set of disruption management measures giving passengers consistent disruption information across our network. We will also develop live disruption maps, service disruption rainbow boards and plan to rollout the Whoosh app, all designed to provide better information so that passengers can make informed journey decisions.

Partnership working with train and freight operators



Throughout CP7 we will build on the established relationships developed in CP6 with our operator partners to deliver an aligned strategy to improve our railway. Our alliance boards and joint working groups will drive improvements and provide us with the opportunity to identify new areas of collaboration.

Rail freight is key to Britain’s economic and environmental wellbeing, keeping supermarkets stocked, builders building and medicine moving. At a regional Eastern level, we will focus on capacity benefits which will make improvements to freight and its growth. During CP6 we developed a business case to enhance freight capacity in the Ely area, which will unlock a bottleneck for freight traffic to

and from Felixstowe, Sizewell C and Harwich. In CP7, we stand ready to take this forward.

In addition to this, a number of infrastructure renewals and timetable enhancements we are delivering in CP7 (set out later in the document) will deliver significant performance benefits to freight.

Improving our infrastructure

How we manage the renewal of assets such as track and signalling will be critical to the service we will be able to deliver to passengers and freight. Our CP7 strategy aims to drive transformation in how we do this by breathing new life into our railway network and getting the best value out of our assets as they wear. A significant part of our work will bolster the resilience of our railway through formidable earthworks against the challenges of climate change, extreme heat and flooding.

We are changing our approach to track investment, moving away from large scale disruptive track renewals and focusing on a high volume of re-railing to maximise the removal of rail defects. This will prevent short-notice, unplanned speed restrictions and ensure we maximise the value of our investment in our assets. We are also investing in our structures to protect heavy freight operations by avoiding the need for more weight restrictions.

We have two major renewals schemes in CP7 in Cambridge resignalling and the renewal of the roof of our flagship station, London Liverpool Street. Examples of other works

include completing a renewal of the switches and crossings, which enable trains to move across tracks, at Forest Gate and at Marks Tey and Halifax Junction on the Great Eastern main line. Additionally, we plan to improve operations on the North London line.

Cambridge resignalling

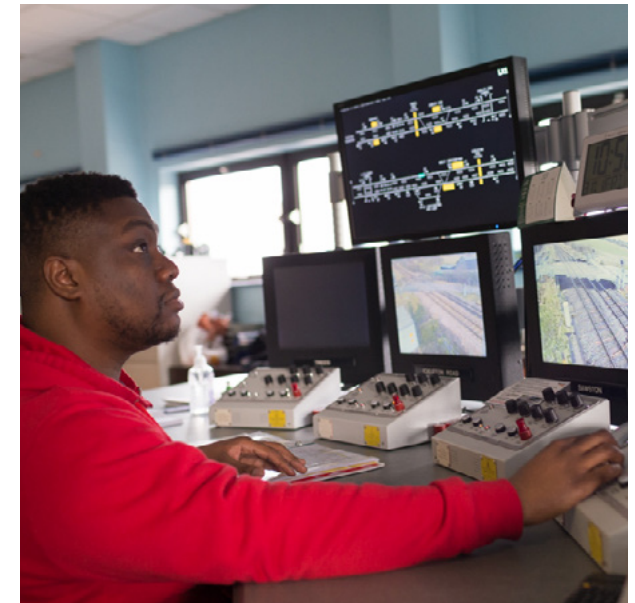
The Cambridge re-signalling, re-lock and re-control project (C3R) will deliver state-of-the-art signalling technology for the railway, better reliability and reduced maintenance, while providing a platform ready for digital technologies such as the European Train Control System (ETCS).

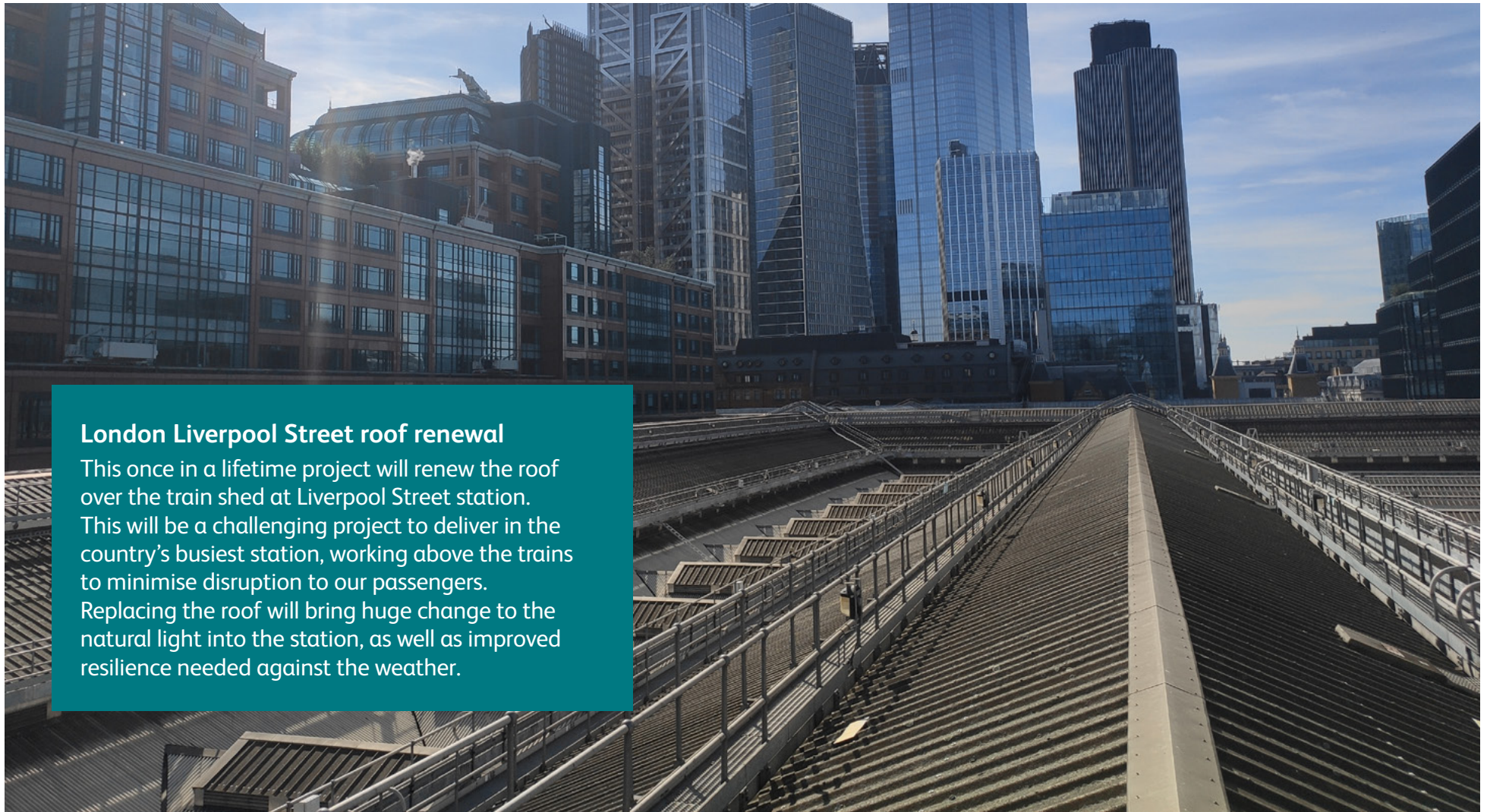
The scheme includes:

- An upgrade of the signalling control equipment at Cambridge power signal box
- The upgrade of the signalling safety interlocking equipment with a modern signalling technology
- Upgrade of seven level crossings from half barrier to full barriers to improve safety for all crossing users

- Renewal of the telecommunications and power supplies to support the new systems
- Decommissioning of three mechanical signal boxes and relocating control of signalling to the Cambridge power signal box

Upon completion the project will have replaced almost 700 signalling assets across the area.





London Liverpool Street roof renewal

This once in a lifetime project will renew the roof over the train shed at Liverpool Street station. This will be a challenging project to deliver in the country's busiest station, working above the trains to minimise disruption to our passengers. Replacing the roof will bring huge change to the natural light into the station, as well as improved resilience needed against the weather.

Modernising our operations and updating timetables

Anglia Route has delivered historically high levels of train service performance in the past few years. Our challenge for the next control period will be to continue delivering for passengers and freight with the increasing demands for capacity being placed on the network (see Timetabling).

We will achieve this by being relentless in our pursuit of excellence in our on-time service performance (measured by the number of station stops achieved within 59 seconds of the planned time), and by embracing the power of our people and refining our processes.

We aim to deliver a step-change in our route access and engineering planning delivery approach, increasing reliability and efficiency, and by embracing new technology, we can better understand our real-time performance drivers.

Real-time operations are our canvas for transformation. We will build on successes of the 21st Operations Programme in CP6 and continue seeking ways to optimise our organisational structure. This will enable us to respond more swiftly to issues and enable more focused decision making to keep services running and get passengers and freight where they need to be.

Our systems are vital to enabling us to deliver a better service for passengers and freight. In CP7 we will continue to roll out the traffic management system, Luminare, so we can better recover from disruption and reduce the impact it has on passengers. We will continue to work with our supply partner, Resonate, to develop and roll out the Initiate possession management system to reduce the impact of line closures on our customers, while keeping our staff safe.

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North London line improvements

The North London line, recently renamed the Mildmay line by TfL, has become increasingly complex to operate with the number of passenger and freight trains it serves. In CP7, we will focus on supporting our operators to run a punctual service and recover quicker when things go wrong by integrating our operational control into a service delivery centre in Upminster.

While a full re-control of the line is currently unfunded, we recognise its importance to our railway and will continue to work with our operator partners and TfL, to identify opportunities to modernise the delivery of signalling across the entirety of the line.

As we learn lessons from the deployment of the service delivery centre for the North London railway, we will explore opportunities for extending the concept to the Thameside network from Fenchurch Street into South Essex, optimising service delivery for both passenger services and the increasing volume of freight using this area of the network. Beyond this, our commitment extends to enhancing traffic management to support the Cambridge re-signalling scheme, our capability to improve on-time journeys and our ability to recover when the service is disrupted.

Timetable enhancements

In the first half of CP7, we will continue to develop and implement significant timetable changes that reflect both current and future market and regulatory demands. This is underpinned by our commitment to enhancing the quality of service for both passengers and freight. Planned enhancements include:

- Greater Anglia timetable rebalancing and PM peak improvements to the Great Eastern main line, summer 2024
- Recast of West Anglia main line timetable to accommodate East Coast main line timetable and opening of Cambridge South station
- Recast and new planning rules to improve resilience and performance on the North London line, 2025
- New planning rules at Stratford and Ipswich to improve performance, from 2025
- New planning rules to maximise benefits of Cambridge resignalling and associated small infrastructure changes, from summer 2025
- Additional freight paths to support the construction of the new Sizewell nuclear power station

This approach is set to unfold over the next two-three years, marking a period where we will actively review, design and implement timetables that deliver improvements on all main lines in the route. In the second part of CP7, attention will shift to managing the risks and opportunities associated with the East West Rail programme.



Building a Better Railway for Anglia

Separate to the £2.6bn government grant to operate, maintain and renew the railway in Anglia, Network Rail works with both government and third-party funders to attract and secure investment for projects that introduce something new to the railway such as additional tracks to run more or longer trains, additional or longer platforms or brand-new stations.

We aim to be a trusted partner delivering value for money, complex, and ambitious projects to enhance our offering and continue to attract more people to the railway. Here are a few examples of the projects we will deliver within the next five years.

Cambridge South station

We're building a new railway station for Cambridge to support the vitally important biomedical campus and serve a growing community of science and health care specialists, employees and hospital visitors.

The new station will connect the Cambridge Biomedical Campus with potential destinations such as central London, Stansted Airport, and Birmingham. The station will also provide access to a growing area of high-quality employment and help relieve congestion in the local area by supporting the development of environmentally sustainable

transport in Cambridge. The station will also have step free access to all platforms, accessible toilets, cycle parking, drop off area and access to the station for pedestrians from both sides. It is expected that in the future, East West Rail services from Bedford to Cambridge will stop at the Cambridge South station.



Beaulieu Park station

Network Rail and Essex County Council are working together to deliver the first new railway station on the Great Eastern main line for over 100 years.

The new station is part of a wider regeneration of the Beaulieu Park estate in Chelmsford with new road infrastructure and up to 14,000 homes. Essex County Council, in partnership with Chelmsford City Council, successfully secured funding from the Government’s Housing and Infrastructure fund (HIF) together with contributions from the South East Local Enterprise Partnership and the developers of Beaulieu, Countryside and L&Q.

The new station has been designed to support the wider economic development of the area and will have step free access to all platforms, fully accessible toilets, pedestrian and cycle access to the station, cycle storage, a bus interchange, drop off area and parking for over 700 spaces.

It will provide regular connections to both London Liverpool Street – which is only 40 minutes away – and other destinations in the east of England. The new station will help relieve pressure to the busy Chelmsford station and reduce car journeys into the city tackling congestion on local roads and reducing pollution.





Sizewell C rail infrastructure

The construction of the Sizewell C nuclear power station is a Nationally Significant Infrastructure Project. EDF have engaged us to support them in their complex build in order to best maximise an integrated road-rail-sea approach to delivery.

The new power station is to be constructed near the sites of the existing Sizewell A and Sizewell B nuclear facilities. Sizewell A is no longer operational, and Sizewell B is nearing the end of its life. Once commissioned, the new Sizewell C facility will be able to provide energy for up to 6 million homes.

Construction of the new facility will need the delivery of substantial amounts of materials to the construction site. These materials include (but are not limited to) aggregates, cement, and reinforced steel. By using rail there are great environmental benefits as each train will replace up to 50 heavy goods vehicles that would otherwise need to use the strategic road network and nearby local road. Once the proposed rail extension is operational, it would enable up to four trains a day to make deliveries of aggregates and other materials to the Sizewell C main development site.

Engaging with our communities

The railway touches almost every community in Anglia. Our work to maintain and improve it not only impacts the hundreds of thousands who travel by rail every day, but also our lineside neighbours and the natural environment that shares space with our infrastructure.

We aim to be a trusted, valued and caring neighbour for the millions of people who live within 200 metres of the rail network. Working with our supply chain partners, we want to make a positive contribution to local communities and the environment, minimise the disruption caused by our work and ensure value for money and responsible use of resources.

We are committed to improving how we communicate and advise our neighbours about railway works, collaborating and sensitively working with the communities affected by what we do. We will build on the positive work we have delivered in the last Control Period in providing a better service for our neighbours.



To achieve this, in CP7 we will:

- Respect our lineside neighbours and seek opportunities to 'give back' to the communities we serve, working in partnership with our contractors and supply chain.
- Improve our notifications process and work with national partners on introducing digital communications.
- Respond to enquiries and complaints in a timely and informative way.
- Engage in person with our communities where possible, demonstrating the benefits of our investment plan and how we are managing our land responsibly and improving safety around level crossings.
- Run workforce campaigns to improve behaviours around noise, litter and driving.
- Work in collaboration with Local Government stakeholders, to best meet local community needs.



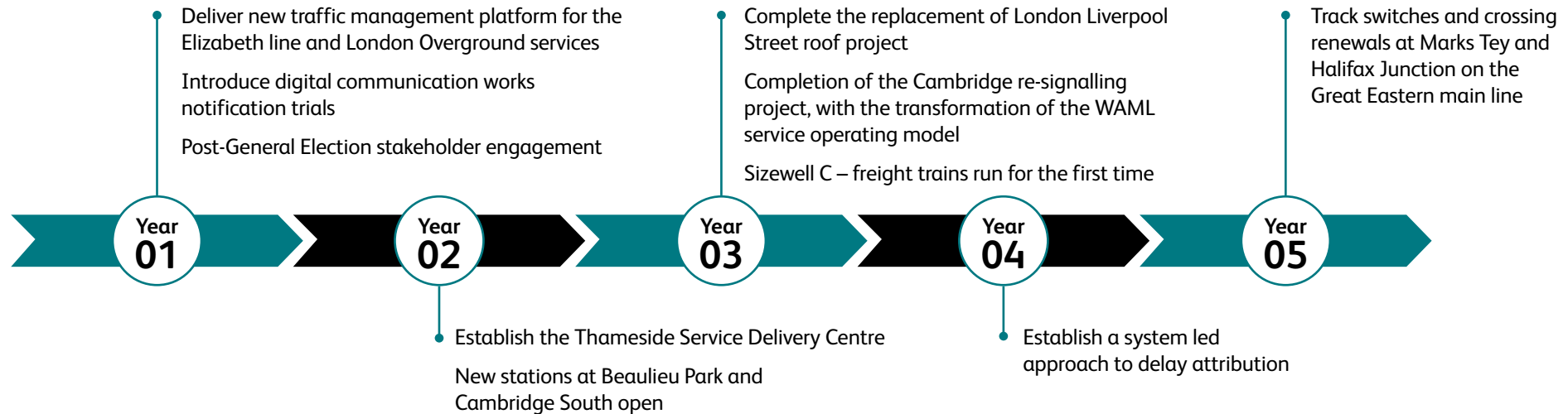
Working with our stakeholders

Rail and public transport is of critical importance to our national infrastructure and economic success. Network Rail Anglia is committed to engaging with a wide range of political and business stakeholders and organisations and maintaining strong working relationships to deliver best outcomes for passengers, freight customers and the communities we serve.

In CP6 examples of this have included involvement in Great Eastern main line taskforce, West Anglia main line taskforce and Transport East. We've also worked closely with rail user groups, such as the Fen line RUG and East Suffolk lines CRP, and Chambers of Commerce to bring smaller suppliers closer to our framework contractors.

In CP7, we will continue to work ever more closely with our rail industry partners including train and freight operators, and local authorities and regional Mayors, as well as using our stakeholder network to help secure third-party investment to improve our railway. As we move towards Great British Railways, we will look for ways to work more collaboratively and improve our communications and engagement with our stakeholders, growing awareness of how we are investing in improving our railway for our passengers and communities. With a General Election approaching and an ever-changing political landscape, Network Rail Anglia will be seen as a trusted advisor and industry leader by these stakeholders.

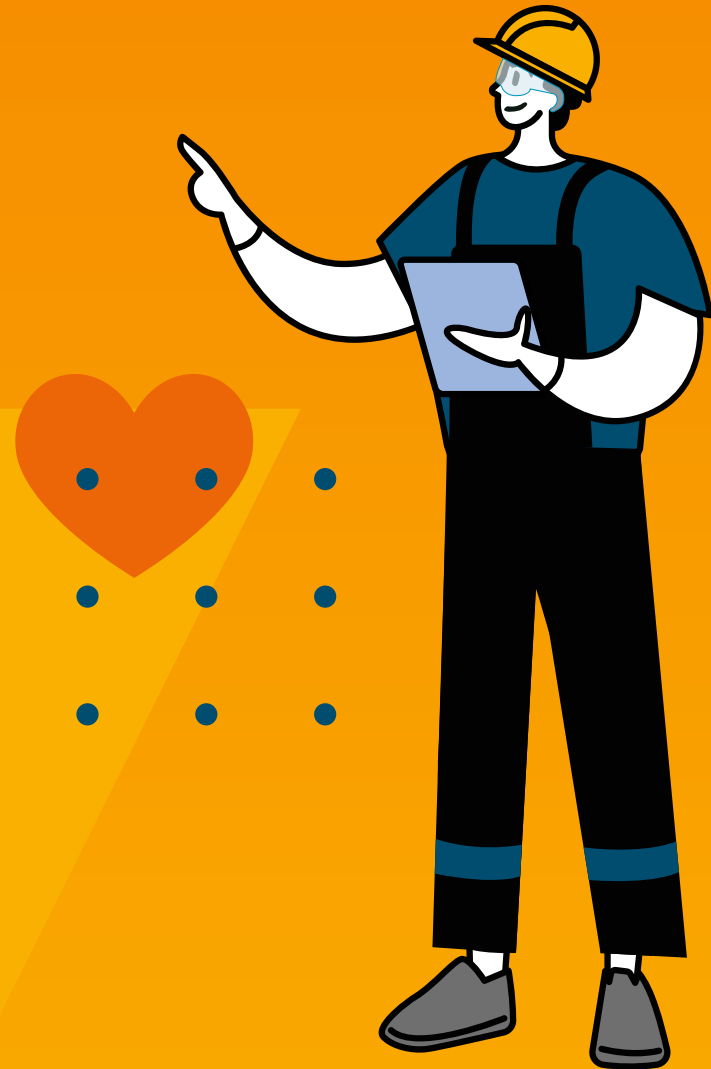
Key Milestones



2. SAFETY & CARE AT THE HEART

We will be known for:

Being uncompromising in our desire to understand and learn from the drivers of our safety performance and taking action to improve.



2. SAFETY & CARE AT THE HEART

In Anglia we want to be known for being uncompromising in our desire to understand and learn from the drivers of our safety performance and taking actions to improve.

This section covers:

- Passenger, public and workforce safety and wellbeing
- Environmental sustainability

Keeping safe those who travel on our railway, work on it, and interact with it remains a fundamental priority in Anglia Route. We will focus on doing the right things, every day. Our management processes will identify where people could be harmed and manage that risk with effective controls. This has guided our CP7 focus to sustain the improvements achieved in CP6, that have reduced safety and security risk on our network.





Passenger, public and workforce safety and wellbeing

Our CP7 plan is framed around a six-streamed framework.

1) Safety leadership

We recognise that strong safety leadership will drive a better culture and safer business, and in CP7 we will continue to develop the capability of our people, both in terms of technical and leadership capability. Our people plan provides more detail in the high performing, engaged people chapter.

2) Safer trackside working

In CP7 we will continue to implement technology that either reduces trackside working or improves safety arrangements for track workers. This will improve the reliability of possession management, including rail vehicle movement. We will continue to improve access and on-site conditions through robust approaches to planning and resource allocation. We will remain focussed on electrical control room operation and live electrical working will be eliminated, except where there is no alternative.

We will continue to improve the reliability of signallers and controllers of site safety to take line blockages and possessions through the trial and implementation of new systems.

3) Workplace risks

We will invest further in site access, new and refurbished buildings, and managing the risk of plant and other workplace equipment. Our buildings work bank continues the welfare improvement programme to improve staff facilities at maintenance delivery units. It includes further improvements to fire, asbestos and legionella safety.

Further solutions to manage manual handling and slips and trips and falls will be explored, including technology to reduce manual handling. We will continue to maintain safe assets and plant, replacing equipment in a timely manner and to replace petrol-powered equipment with lighter weight, electrical tools. From CP7, we will limit the hire or purchase of portable plant and equipment to minimise the occupational health risk to users. By CP7 end we will have reviewed all our portable equipment.

The electrical safety delivery programme will continue. There are several industry changes to the process of how isolations are planned, delivered, and managed. These are part of the national campaign to improve electrical safety for those who work on the electrified network and improve the level of compliance to the electricity at work regulations.



4) Health and wellbeing

Our ambition is to create a whole organisation approach to occupational health and wellbeing, minimising the effects of ill health on our business and making a healthy workforce inevitable.

Having invested in new and refurbished health and wellbeing centres in the route, our strategy will focus on helping our people achieve their potential by supporting their health and wellbeing. We will have clinical practitioners with an understanding of the railway environment who will work with managers and operatives to support informed decisions about fitness for duty and give clear, tailored advice.

We will use trend analysis to identify and eradicate work activity that causes occupational illness and promote healthier lifestyles through educational programmes, interventions and incentives. We will also continue the development of in-house networks so colleagues with similar illnesses can support each other.

In CP6, we discharged our statutory duty to monitor the health of those working with hazardous substances and practices. An extensive data collection programme ensured employees received the correct health surveillance in relation to their role and exposure. This allowed us to create controls and monitoring arrangements to design out specific health hazards. Together with ongoing work across the region to replace tools with battery operated equipment, we will be able to reduce and ultimately remove HAVS (hand and arm vibration) health risk.

We will hold ongoing health promotion events targeted at awareness, education, and prevention of different diseases, including diabetes and cancers, to encourage employees to make positive lifestyle changes. We will continue to provide the opportunity for testing, such as prostate-specific antigen, and one-to-one conversations with occupational health nurses about health conditions.

We will engage with a range of appropriate support agencies across the region. These organisations may include specialities, such as, occupational therapy, neurodiversity assessments, mental health and return to work support. We will agree a framework to access funds based on evidence that occupational health clinical assessments encourage early referrals and provide support where needed.

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Mental health is a key element of our strategy. We will increase the knowledge base in our leaders to support mental wellbeing through our established training programme. We will also continue to provide training and support by establishing peer to peer groups for mental health support, wellbeing champions, and dedicated post traumatic support. Improvements are being made to the referral process to the employee assistant programme.

For occupational driving risk, our focus on three key areas is ongoing; engineer, educate and enforce. For engineering, we will continue to use the in-cab monitoring equipment as a driver reminder of speed limits and a deterrent. We will continue to educate those driving for work on defensive driving and vehicle care. We will investigate speeding and, using the fair culture approach, enforce the lifesaving rules.





5) Passenger safety

Investment in our network targets key risk areas by assessing risk appetite and outcomes across our plan. Our prioritisation considers key stakeholder requirements: safety risk at stations; level crossing risk; and reduced incursions on the line, including trespass and fatalities.

In CP7, we intend that current train accident risk levels will be maintained across our assets. Our plan includes interventions to address critical areas of passenger and public safety.

Safety risks at stations

We want our stations to be places where passengers and the public feel safe and comfortable. We are targeting refurbishments of platforms, including tactile paving, to mitigate trips and falls and investing in critical assets, such as footbridges and canopies, to sustain asset condition and reduce public safety risk. Risk of dewirement at stations is managed through improved OLE reliability. Our improvements will continue to comply with relevant legislation for buildings, including fire safety, crowding, structural integrity, legionella, asbestos management, security, and crime.

Weather resilience

The increased frequency of extreme weather poses a growing risk to our passengers. To mitigate its impact, we are increasing the application of remote condition monitoring to optimise quality and timeliness of our response. We will continue to build intelligence on vulnerable sites and introduce risk-based, proactive maintenance to minimise earthworks

failure where poor drainage repeatedly leads to failures. These activities, along with the recruitment of dedicated additional drainage teams, will support the recommendation from Lord Mair and Dame Slingo in response to the derailment at Carmont.

Signals passed at danger (SPAD)

We will support our operators to reduce the risk of wrong side signalling failures and signals being overrun. Using existing technology, such as board cab footage, we will continue to identify likely SPAD scenarios and develop informed interventions to mitigate the risk. We will further develop our competence management system and proactively manage signallers' competence and training requirements. We are investing in the installation of train protection warning systems at junctions.

Obstructions on the line

Leaf fall and other objects are a risk to all trains on our infrastructure. In addition to fencing upgrades, our vegetation plans will allow for more effective and proactive management of lineside habitat, and targeted removal of woody vegetation within falling distance, including management of ash dieback.

6) Public safety

Level crossings

At 720, Anglia has more level crossing locations than any other route in Britain. As well as having dedicated level crossing managers who work with our engineering and operational teams to consistently assess and improve safety, we also run events at level crossings and in schools to promote safety awareness and help communities understand how to use level crossings safely.

We will reduce level crossing risk through targeted activities, focused on high-risk sites, deteriorating crossings and non-compliances, including appropriate signage. These areas pose the biggest risk to the travelling public. We will:

- Provide technology at user work crossings where users must currently look for approaching trains and make their own judgement about when it is safe to cross
- Provide technology at user work crossings in long signal sections, where the telephone is unsuitable mitigation. It is difficult for signallers to make informed decisions about user safety when a train is in a long signal section, which can mean a user who is not willing to wait crosses without speaking to the signaller.
- Prioritise enhancement of automatic half barrier crossings with inconsistent warning times which pose a greater risk of users weaving around the barriers.



To reduce the risk of a fatality, we will:

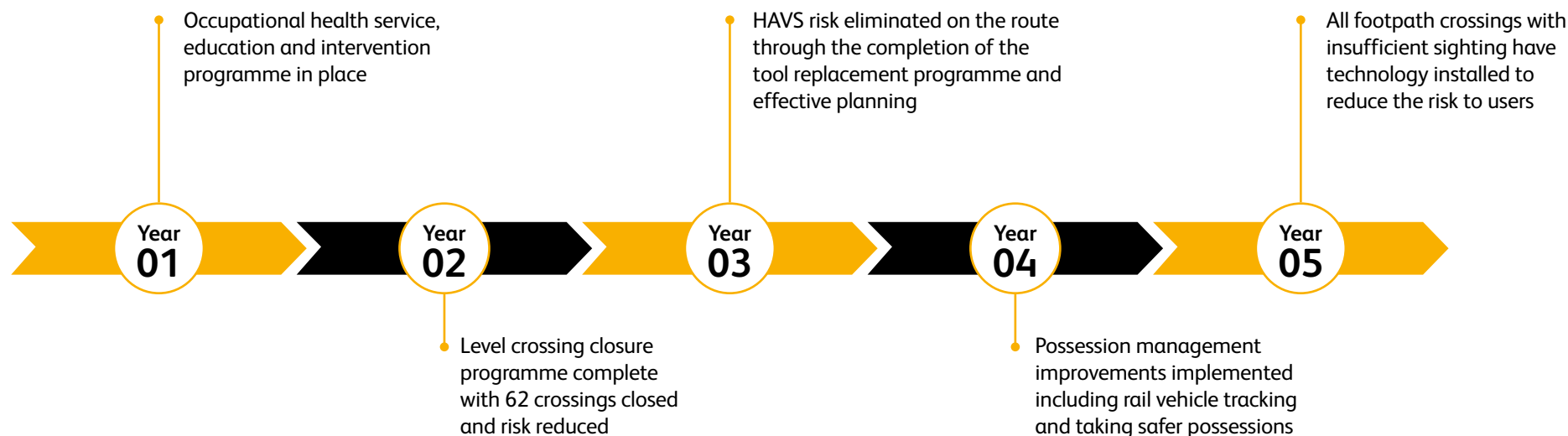
- Provide technology at footpath crossings with insufficient sighting. This could be partially mitigated by whistle boards, speed restrictions or telephones where appropriate. We will aim to remove these sites as a minimum in CP7.
- Install audible warnings at any level crossing site currently fitted with miniature stop light that does not have an audible warning.
- Install cost-effective solutions to reduce the risk to passengers at stations where a level crossing is the only means of getting from one platform to another.

Trespass, suicide and vandalism

Mitigating trespass, suicide and vandalism is a key concern for us and our stakeholders. Our plans include targeted investment to upgrade boundary fencing at hotspot sites. We will continue to identify weak points on the railway where access is easily obtained and liaise with responsible bodies to remove this risk. We will continue to implement

patrols to reduce vandalism, cable theft and suicide incidents, and fund a mental health nurse. Ongoing collaboration with external partners, such as the NHS, local councils, and Samaritans will enable us to address hotspot areas, including holding community awareness events as set out in our security strategy.

Key Milestones





Environmental sustainability

We commit to becoming stewards of nature, fostering biodiversity through continuous education and heightened awareness. We shall safeguard our nationally significant sites, ensuring their preservation for the next generation.

Our plan extends beyond environmental preservation. We want to improve our communities through collaborative engagement, through a commitment to sustainability, in carbon reduction by minimising waste and maximising resource efficiency.

By year three, we will establish a fresh set of KPIs around water capture, asset recovery and waste compliance. We will implement waste wood recycling trials and improve how we recover our assets after renewals or maintenance, and by using better data insights we will change our culture to one where all resources are valued, reutilised, and regenerated, establishing a legacy of environmental consciousness and responsible stewardship.

Biodiversity

Our first focus is to achieve 0% net loss by the end of year one, as we begin to empower our teams through education, aligning hearts and minds with this objective. As we move into the control period, we aim to deliver a net gain for our biodiverse eco-systems in the route by continuing to build on our existing partnerships, planting more trees and establishing improvement to biodiversity in our lineside estate.

Looking ahead to year four, we will publish our first annual State of Nature report, shedding light not only on our commitment to protect but also to enhance our regionally vital sites.

As an example of our collaboration engagement, we are working with Eastern Region colleagues and local Wildlife Trusts and their subsidiary consultancies to help us implement an ambitious Eastern Biodiversity Action Plan for our railway estate. They will help us by collecting biodiversity data through engagement with local communities and advising on habitat and vegetation management. This is a project with the potential to deliver real benefits for wildlife and communities.

Carbon

In our pursuit of a greener future, our CP7 plan sees us curbing our carbon emissions. A main tenet of this is to increase electric vehicles usage. By 2028, we aim to have our entire non-HGV fleet to zero-emission vehicles. We will also lay the groundwork for our own carbon offset schemes that shall chart our course toward a carbon-neutral future, and at hubs like Liverpool Street station, energy efficiency schemes shall pave the way for a sustainable infrastructure.



By 2028, we aim to have our entire non-HGV fleet to zero-emission vehicles.”

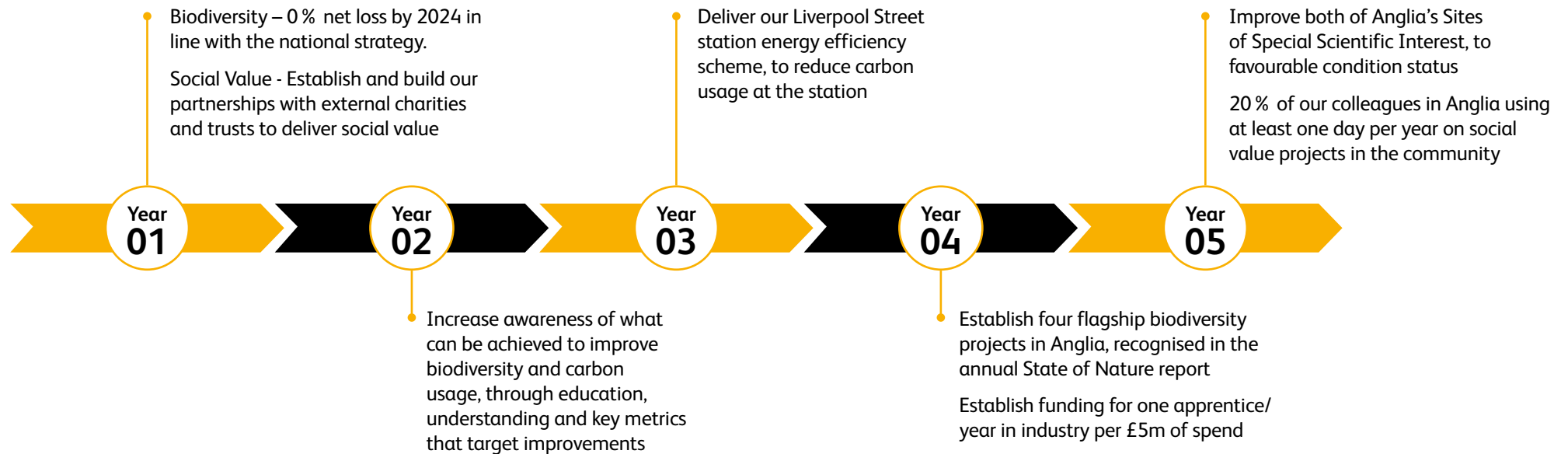


Social value

As part of our commitment to foster positive societal transformation, we will continue to work with our rail industry and supply chain partners on collaborative engagement that improves communities. We will establish a Network Rail Anglia Volunteer Hub, demonstrating our dedication

to giving back and championing the spirit of involvement within our employees, aiming for a minimum of 10% dedicating at least one personal day to voluntary causes.

Key Milestones



3. HIGH PERFORMING, ENGAGED PEOPLE

We will be known for:

Relentlessly investing in our people to fulfil their potential, listening to each other's views and ideas to make the route a great place to work.



3. HIGH PERFORMING, ENGAGED PEOPLE



In Anglia we want to be known for relentlessly investing in our people to fulfil their potential, listening to each other’s views and ideas to make the route a great place to work.

Our people are at the heart of what we do, and our Anglia People Plan forms the core of how our people will deliver our commitments through CP7. Our plan is ambitious, and it drives our organisation to work effectively with core components that will sustain our business. None of this is possible without culture change, which will be driven by a multi-faceted approach, led by our senior leadership.

Our objective for CP7 is to make Anglia a great place to work for everyone, every day. We demonstrate great leadership with effective teams that are skilled and capable. We modernise, always looking for improvements and simplifying the way we work. We celebrate the successes of our people and look out for each other. Importantly, we celebrate diversity and are inclusive in all we do, our people feel that they are valued for who they are and what they bring to our business.





In this section we will talk about the components that make up our People Plan:

- **Leadership & capability**

We have leaders that have capability to support our people through change, drive cultural transformation, take ownership and drive change.

- **Strategic workforce planning**

We have the workforce we need with the right skills and a long-term plan with investment in talent and future skills.

- **Talent & succession**

We know our leaders of the future and our talent is being nurtured and is flourishing.

- **Industrial relations & employee engagement**

We have collaborative and effective relationships with trade union colleagues as an enabler to effective delivery of modernisation and change.

- **Diversity & inclusion**

Our people are thriving, they can challenge and grow. We are seen as an employer of choice within the community.

Our measures of success will be:

Success measures	Target
Your Voice Employee Engagement index	58%
% of new apprenticeship starts	5%
% female employees	20%
% black, Asian and minority ethnic employees	15%
% reduction in mental health related absence	30%



Leadership and capability

As the industry faces an unprecedented time of significant change, within Network Rail, the wider transport industry and the economic climate, it is imperative that our leaders have the capability to support their teams through change. They must have the ability to drive cultural transformation through exemplary behaviours, taking ownership of their teams and challenges which will positively impact the performance of our business.

We will do this by building a leadership programme which identifies our requirements for each of our leadership areas: Strategic leaders, frontline leaders, technical leaders and emerging leaders. Every leader will have a robust assessment which will identify their strengths and opportunities with a programme of learning interventions and developments to ensure that they can bridge any gaps.

Line managers will be essential in having performance conversations and implementing a personal development plan for every leader. The assessment will look to address any instances of under-performance or where

the individual is not fit for role. This will be underpinned by a number of activities including leadership apprenticeships, bespoke programmes and coaching and mentoring schemes.

As part of our ongoing commitment to our modernising maintenance programme our section managers will have a programme which builds their leadership for the new ways of working the maintenance reform brings.

Strategic workforce planning

During CP6 we created plans for our priority skills areas. Our operational business faces a skills shortage and with an aging workforce, and a complex economic environment post-COVID and Brexit, the jobs market is more complex than ever. We know that we need to have the right number of people with the right skills in the right places to deliver our plans.

We will do this by building workforce plans for five years with a 20-year strategic plan which will review the future needs of our business and the skills needed for the business development of the route.

We know that bringing talent into the industry is vital and so we will look to increase our offerings for apprentices and graduates. Within CP6 we have improved our working relationships with other industry partners to increase capability throughout the schemes for our operations and management graduates and will continue to increase these. We will also look to build new schemes that will reduce our risk for skills gap as the industry modernises, particularly within planning and technology.

We will work with local schools and communities to be an employer of choice and seen as an essential part of our economy, making local partnerships within areas such as job shortage generating economic growth and social value opportunities. We will offer Year in Industry opportunities to encourage people to roles post-education and also increase our offering of work experience and exposure to our business for school children, including in STEM. We will work with our national teams to focus on any key reward areas.

Industrial relations & employee engagement

As part of our overall engagement plan, we will build and maintain effective relationships with our trade unions and at levels to modernise and innovate. We will upskill our managers in industrial relations and associated skills to be able to manage and lead these forums. They will grow the ability to have interactions in informal settings by having better conversations. We will look to resolve things locally, providing resources and guidance to enhance communications, interacting with the central team to support this approach.

To build and develop our employee engagement, we will create plans that are responsive to our employee survey Your Voice results. We will implement a series of channels to deliver information and communication to our leaders and frontline colleagues. We will celebrate and recognise contributions by increasing the use of our reward and recognition schemes and by promoting the submission to awards. We will increase our senior leadership visibility and by improving trust and engagement, alongside our safety strategy the focus on mental health will be increased, improving manager capability and the support available to improve our absence and impact of poor mental health.

As a wider improvement to our engagement there will be the delivery of a route-wide culture programme that will increase our listening and develop a series of interventions to improve the engagement index with all colleagues.



Talent & succession

To underpin our strategic workforce plans we will need to identify and grow our talent. This activity will ensure a robust approach to succession and enabling movement within our organisation and developing skills and growing our individuals to reach their full potential. Our succession plans will develop growth and identify gaps which we can then mitigate through our workforce plans and recruitment.

Within CP7 our deliverables will be:

- Identifying our critical roles and senior leadership roles which will maximise our talent and deliver routes to our business-critical roles. Working with our partners in industry and other routes and regions to develop cross function opportunities to robustly fill our gaps.
- Local talent forums will identify our talent at all levels of the business, and future frontline talent, introducing career and talent conversations at these levels.
- Assessment centres and talent plans in maintenance and operations will become part of how we recruit, which will also us to prepare our people for their next role and opportunity.
- We will build a bespoke talent programme which focuses on a variety of personal and professional development.
- Every leader will all have an in-depth career review and career conversation with a personal development plan.



We will celebrate and recognise contributions by increasing the use of our reward and recognition schemes”

Diversity & Inclusion

Anglia will be a place where our people are recognised and valued for all that they bring. Increasing our diversity and being more inclusive is a key part of our People Strategy in increasing our performance, being more engaged, having a safer workplace and improved culture. Importantly, our teams will reflect the communities that they serve and be a place that people want to work.

During CP6 we focused on increasing its diversity and will move to a more inclusive place to work during CP7. We will continue to drive our diversity by:

- Inclusive workplaces – accessible and inclusive facilities will be part of an improvement strategy to focus on the practical and wellbeing aspects of all our workspaces for all genders, abilities, and faiths.

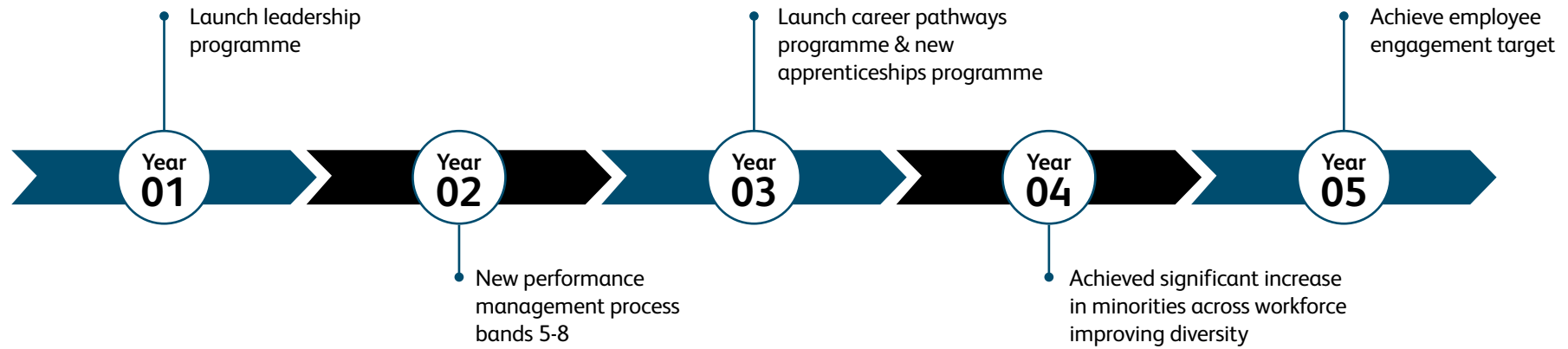


Anglia will be a place where our people are recognised and valued for all that they bring.”

- Inclusive recruitment – diverse panels, the continued use of applicant tracking systems and improved advertising through best practice. We will grow our communications and advertising in careers in railways and build targeted programmes which enhance support for new starters and improves retention.
- Inclusive behaviours – we will upskill all our leaders in diversity and inclusion and drive a culture of challenging and resolving poor behaviours, dealing with cases effectively and timely, reducing cases relating to bullying and harassment and discrimination.
- We will continue to recognise and celebrate diversity and inclusion and increase our communications.
- Driving improvements – developing areas of training such as neurodiversity.
- We will grow our reciprocal mentoring scheme particularly for our diverse colleagues and early careers starters.
- We will develop our forums and champions to be the voice of our colleagues and develop our diverse listening groups to grow trust and engagement, responding to feedback.



Key Milestones



4. MODERN, SUSTAINABLE & FINANCIALLY RESPONSIBLE

We will be known for:

Making the most out of every pound
invested as if it was our own.



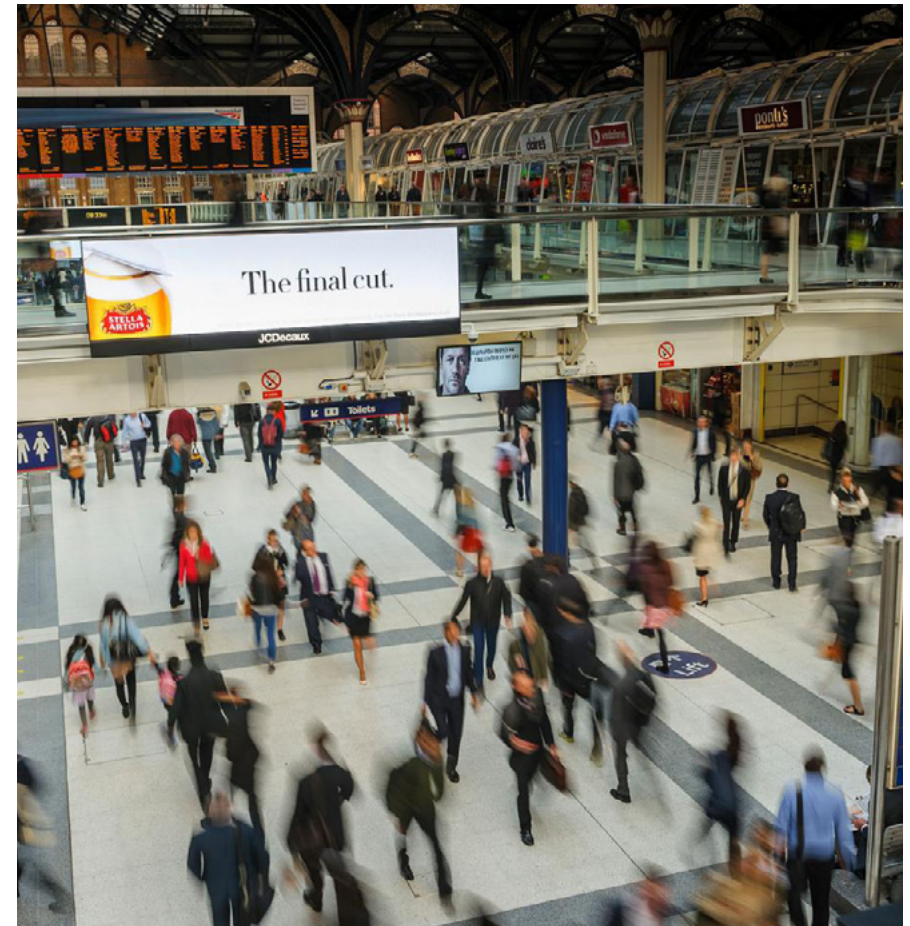
4. MODERN, SUSTAINABLE & FINANCIALLY RESPONSIBLE

In Anglia we want to be known for making the most out of every pound invested, as if it was our own. This is more important than ever in our post-COVID world where our industry is still working to recover our passenger numbers. We know that leisure travel has returned, if not exceeded in places, to pre-COVID levels, but commuter and business travel has fundamentally changed forever. The world has changed, and many people are simply not travelling to work in the same way they did, with working at home, at least part of the time, the new normal.

Our objective for CP7 is to find innovative solutions to replace the revenue our industry has historically forecasted from passenger ticket sales, bringing in new funding streams from third parties as well as making efficient use of the investment we do have in a way that is considerate of the new industry conditions (a 'market-led' approach).

In this section we will cover:

- Being more efficient
- How we are modernising our maintenance function
- Managing track access differently
- Revenue opportunities



Being more efficient

In CP7 we have been given funding of £2.6bn to operate, maintain and renew our railway in Anglia. This has been described by our chief executive Andrew Haines as a ‘generous gift’ as it provides us with a guaranteed settlement for the next five years. As part of our commitment to delivering value for money, we have committed to delivering substantial efficiencies within this settlement.

These are equivalent to 10 % of our operating expenditure budget and 15 % of our capital expenditure budget by the end of the Control Period. In total, Anglia has forecast a net efficiency of £215m, including an OPEX efficiency of £98m, and a renewals efficiency of £127m.

These efficiencies are already embedded into our post-efficient budgets, and as such they must be achieved to allow us to have sufficient funds to deliver everything we are committing to within this plan. Excitingly, if we over-deliver against our efficiencies, we can use those savings to pump back into our plans and do even more. Each of the efficiencies has an executive owner and we will track progress against the initiatives each period. These initiatives are wide-ranging, and include organisational re-design, use of innovative technology, more efficient use of our road fleet and optimising the specification of our supply chain contracts.

As well as driving efficiencies, we will also be strengthening our business-as-usual financial controls, and ensuring we have the appropriate level of scrutiny to embed our legacy of being known for spending every pound as if it was our own.





How we are modernising our maintenance function

During the end of CP6 we successfully rolled out our national modernising maintenance programme, which aims to save £100m across the country. We are continuing this process with a people-led transformation, working with our teams directly through local focus groups whilst also taking a whole systems approach to provide a modern, fit for the future and optimised maintenance function.

Modernising maintenance is all about getting the right people, at the right time, in the right place with the right tools. It's about more joint-response, more collaborative working and changing the way we roster our teams to make the best use of our resources.

Whilst it is early days, we are already seeing encouraging results. There are lots of examples where joint working with incident response has made a positive difference. For example, during severe storm events in the last year of CP6, where infrastructure was damaged due to heavy rain fall and rising water, teams worked collaboratively to minimise the impact of flood water on the infrastructure. This is the beginning, and we

still have a long way to go in embedding the change and deploying our people in the most efficient way.

As we move into CP7 we will continue to maximise the opportunities that modernising maintenance has given us, and we are already seeing this with each 13-week roster since our October 2023 go-live. Beyond the modernising maintenance programme, we have exciting plans for making sure our route maintenance function is 'fit for the future'.

The Year 1 plan involves working with Tottenham delivery unit as a testbed for some exciting process changes in the way we plan our access, how we train and develop our people, provide management information to frontline managers and embracing technology such as drones. Once we've developed these principles in Tottenham as our 'model DU' we will roll these into our delivery units at Romford and Ipswich.

Model DU

We want to improve how we provide management information to front line leaders and embrace new technologies like drones. These will make the function more efficient and effective without compromising safety.

We'll achieve this by improving how we deliver in four key areas:

- Planning and rostering
- Competence and training
- Performance and assurance
- Leadership development

Once we've introduced these principles in Tottenham as our 'model DU' we will roll these into our delivery units at Romford and Ipswich.



Managing access differently

Finding the balance between running an efficient and timely service for passengers and freight alongside the need to maintain and improve the network is a perennial challenge. Over the next control period, we want to explore more options to balance the needs our customers and delivering infrastructure that is safe and fit for purpose. Activities over the next five years include:

- **Blockades strategy** – Working with our train operators to balance the needs of the new normal travel patterns with maintaining and renewing the railway
- **Maximising access windows** – optimising existing windows to maximise every minute, reviewing post-shift reports to learn and evolve.
- **Late notice changes** – minimising our short notice changes, balancing safety and cost, effectively balancing the risks and opportunities.
- **Evolving our independent assurance of works** to guarantee success and minimise any potential of overruns.
- **Market-led maintenance** – reviewing our existing maintenance strategy in line with the post-COVID travel patterns, and identifying win-win opportunities which minimise disruption to train operations whilst improving access windows at times when demand on the railway is more limited.
- **Integration** – ongoing focus so we use our planned access opportunities and possessions for as much engineering delivery as possible, minimising the impact on passenger and freight users.



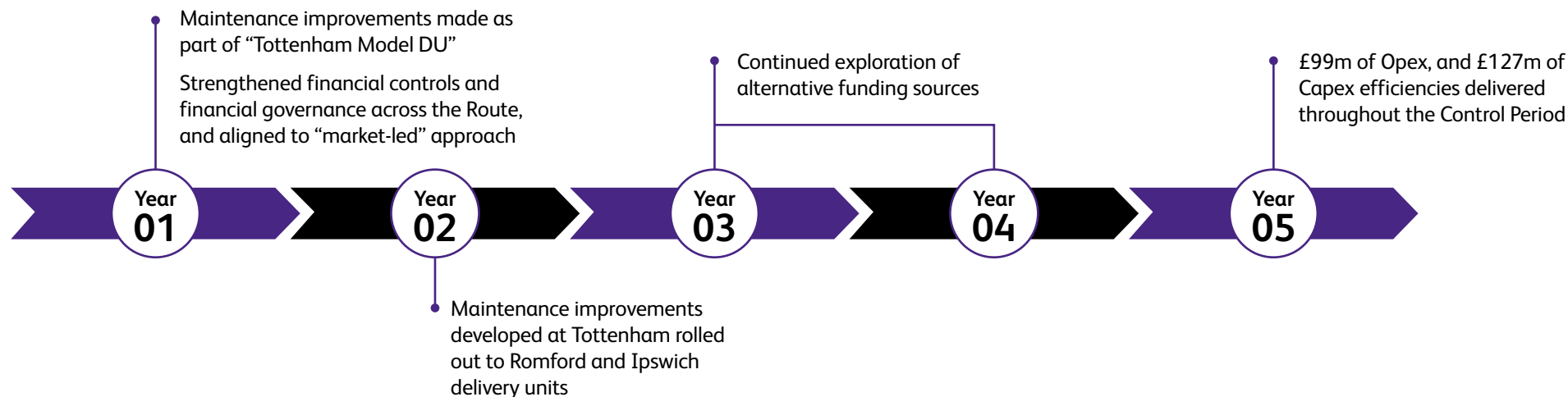
Revenue opportunities

To respond to the financial challenges we face, we are actively focused on sourcing revenue to bolster our funding outside of the government grant or any third-party funding for schemes. We are seeking to optimise our property income and revenue generation through enhanced advertising within our portfolio. We are refreshing our Bright Ideas scheme, creating a continuous improvement culture by seeking front line ideas and engagement, and our business development team will work with external organisations to support and generate income funding to maximise our ability to deliver enhancements to the railway.



To respond to the financial challenges we face, we are actively focused on sourcing revenue to bolster our funding outside of the government grant or any third-party funding for schemes.”

Key Milestones





Securing third party investment

We've been working with local partners including the London Legacy Development Corporation and Newham Borough Council on the long-term redevelopment of Stratford station. Having previously submitted a Strategic Outline Business Case that identified minimum through to more significant options to address the need for additional passenger capacity we're working with partners to identify how these can best be taken forward. The significant residential and commercial development in the area means the project represents a strong opportunity to secure third party funding to deliver these exciting plans.

Work on the proposed long-term redevelopment of Liverpool Street station will continue with industry and private sector partners. These plans include the expansion of the concourse and gateline, increases in the number of lifts and escalators as well as significant enhancement of the public realm. This would dramatically improve the customer experience for the station's millions of users at no cost to the taxpayer or passenger.

Simpler, better, greener

We'll work ever closer with our operators to identify more efficient ways of delivering together. This will save the industry money and support the transition to GBR.

We'll align cleaning contracts for neighbouring industry sites to make them more cost-effective. We'll work together on market-led access strategies that consider the financial impact of disruptive work from a whole-industry perspective whilst supporting revenue recovery.

Other opportunities, for example delivering more efficiently at Liverpool Street station, will be explored. This includes adopting a more flexible retail strategy at the station which will support joint efforts to improve passenger experience. This will also form part of a wider strategy to work with industry partners to leverage more investment into the network using our commercial estate.



For more information,
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