



*Delivering a better  
railway for a better  
Britain: our plans for  
2014-2019*





*In 2013 we set out our report card – 10 themes central to our plans for a better railway. Against each of these we have made a commitment, which we want to be held to account on.*

**Foreword**  
**Page 02**

Mark Carne, Network Rail's chief executive sets out the challenges we face and how we're going to meet them.

- 1 Everyone home safe every day – page 04**  
How we will keep a relentless focus on improving passenger, public and workforce safety, and engage local communities about level crossings.
- 2 Investing in our people – page 06**  
How we are developing the best asset we have in our effort to make a better railway for a better Britain – our people.
- 3 Maintaining and building reliable infrastructure – page 08**  
How we will work with industry partners to deliver more effectively, more efficiently and more safely.
- 4 Reliable timetables – page 10**  
The efforts we are making as an industry to transform the timetabling process to make best use of the capacity that we have to avoid delays.
- 5 The biggest investment programme since the Victorian era – page 12**  
The timeline of improvements over the past five years, what we will deliver in the coming five years and what they will mean all over the country.
- 6 A technology enabled future – page 24**  
The revolutionary data and equipment that will help us transform maintenance methods.
- 7 A railway fit for the future – page 26**  
Our response to the impact of climate change on the network.
- 8 A customer-focused organisation – page 28**  
The new ways in which we are working with the rest of the industry to deliver the best service for passengers.
- 9 Opening up – page 30**  
How we can communicate any delays that do occur better and faster to passengers.
- 10 Reducing public subsidy – page 32**  
How increased efficiency will feed through to less dependence on government funding.



*Our railway is more popular than ever. Passenger numbers have increased at a faster pace than expected and they continue to rise. Every day 4m people use the network and today we carry 50 per cent more passengers than 10 years ago. We've enabled around 400,000 more passenger trains to run per year than we did in 2009 and the amount of freight moved has increased by 13 per cent.*

*We've invested almost £39bn in maintaining and improving Britain's railway. Modernisation and smarter ways of working have delivered more frequent, more reliable, safer services and brighter and better stations.*

*We've achieved a lot over the last 10 years. We've a lot more to do, and we've been given £38bn to carry out this work over the next five years.*

*So how are we going to continue improving the railway?*

*Here we set out the challenges we face and the plans we have to build a bigger and better railway for Britain over the next five years and beyond.*

**#BetterRailway**

## A better railway for a better Britain

*Network Rail connects people to places and jobs.  
Our role is fundamental to the economy.  
Our responsibility is to safely transport more  
people and goods to where they want to be,  
on time, every time.*

It is an enormous privilege to be working on the railway at this time. The industry has seen tremendous growth in both passengers and freight over the last decade and a half with passenger numbers steadily increasing year-on-year by five per cent or more, even during the recession. More people are now choosing to use the railway than at any time since the Victorian era. More money is being invested in improving the railway than at any time since it was first built.

The result has been not just new and better stations and facilities up and down the country, but also more trains arriving on time than ever before. That progress is a huge tribute to the work not just of the thousands of dedicated people who work for Network Rail, but also the rest of the industry; those who run and operate passenger and freight services. It also would not have been possible without successive governments recognising the need for both large-scale investment, and that investment being sustained over many years.

Without that continuing public commitment we would not be able to keep striving to deliver not just a better railway, but a railway that compares favourably with any in the world. And that is why we both welcome and are grateful for the commitment to spend £38bn over the next five years on running, maintaining, and improving Britain's railway.

However, while it is an enormous privilege to work on the railway at this time, it is also a huge responsibility. Despite all the improvements we have made in the past decade there remains so much more to do. Our success in attracting more and more passengers means that in many parts of the country demand continues to outstrip supply – too many trains trying to use the same piece of track. And that congestion in turn makes it more and more difficult to meet our punctuality and efficiency targets, while both properly maintaining the existing track and delivering the substantial improvements needed for the future. And yet the public's desire is clear: they want more and better services.

As a result of the investments we will be making in the next five years, by 2019 the country's rail network will be delivering 225m more passenger journeys each year. More trains per day will run between our northern cities. 170,000 extra seats will be available on trains going into our large cities nationwide. 500 more level crossings will be closed. In London the Thameslink Programme, and in Birmingham the New Street development, will both be completed, as will main line electrification in Wales and the West Country. In Scotland the Borders project will reconnect the Scottish Borders to Edinburgh for the first time in 50 years.

### Passenger growth

Today we carry 50 per cent more passengers than 10 years ago



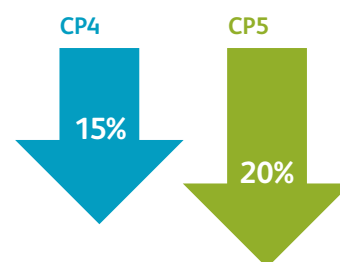
2003-2004



2012-2013

### Doing more for less

Reducing the cost of running the railway



# £38bn

Will be spent over the next five years in maintaining, renewing and improving the rail network



*"Investing in your railway is not just about more rails, trains, signals and stations. Investing in your railway is about making a real difference to people's lives."*

**Mark Carne**  
Chief executive, Network Rail

# 6.5m

Trains run on time every year



# 225m

More passenger journeys will be delivered each year on the country's rail network by 2019



# 170,000

More seats for commuters by 2019



At the same time we will be trying to deliver more for less in the way we operate and run the railway on a daily basis. In the next 10 years passenger and freight traffic is forecast to increase by over 30 per cent. Simultaneously we are aiming to reduce the cost of running the railway. In the next five years our target is a 20 per cent reduction on top of the 15 per cent reduction achieved in the last five years – a saving of over 30 per cent in a decade.

We welcome that challenge because it will make us more efficient, and also more effective, but it will only be possible if we, and the rest of the railway, work in a fundamentally different way. Part of that is changing the physical way we work through new and innovative technology that could bring about the biggest change in the industry since Brunel. A significant part, however, is also about changing our culture. In January last year we set out the values that would underpin that approach: being accountable; customer driven; collaborative; and, finally, challenging of ourselves and others. We also set out what we believe that means in practice under the heading of 10 strategic themes. We called it our Report Card and asked to be held to account for those themes – hence the way in which we have structured this document. It sets out how we will aim to deliver the commitments we have made, starting with making passenger, public and workforce safety integral to everything we do. Good safety and good performance go hand in hand and in both we must strive for and deliver continuous improvement day by day.

Complex as that can sometimes seem our aim is simple, to deliver a railway that is safe, on time, where passengers can sit down and pay a fare they can afford. As an industry at times we seem daunted by that task, perhaps because of our difficult history. Yet I remain an optimist. While I am under no illusion about the size of the task, or the many areas in which we are both imperfect and need to improve, as a newcomer I see an industry which is growing and a railway which more and more people want to use every day. In the next five years we must do everything we can to deserve that trust – to deliver not just a good service, but one people can afford. That is our responsibility – and our privilege.

**Mark Carne**  
Chief executive, Network Rail



## Everyone home safe every day

*Keeping people safe on the railway is at the heart of everything we do. We're working to create a culture and system which will be sustainable for years to come and help us deliver not only a safer but a better performing and more efficient railway.*

Safety is integral to everything we do. It goes hand in hand with good performance and, while we have made significant progress in the past 10 years, we recognise that we still have much more to do to make the railway even safer for the public, passengers, and particularly our workforce, an area where we lag behind other industries.

By 2019 we want to reduce the risk at level crossings by at least a further 25 per cent; reduce train accident risk by 50 per cent; and eliminate all fatalities and major injuries among our workforce and the contractors who work for us.

The way we will meet those targets is by, firstly, deepening our understanding of the underlying factors that create the risk and then identifying what we can do to make a real difference. The aim must be a culture in which our people know they can speak up about safety concerns. We have introduced a confidential close call reporting line and life saving rules to help provide clear and simple instruction that our workforce can follow while also trusting them to use their own expertise and

experience to manage risk in the workplace. We will also introduce an electronic permit system by next year to ensure better control of site safety, and ensure that only staff employed on a permanent basis by contractors fill safety critical roles.

In our efforts to keep those using the railway safe, we closed almost 800 level crossings between 2010 and March 2014. With the help of a £100m safety fund, we aim to close a further 500 by 2019 and, where necessary, improve safety measures at the 6,000 crossings that remain.

We will also continue to work with schools, communities and other agencies to help spread awareness of risk on the railway, as well as continuing our partnership with the Samaritans who have trained more than 5,000 railway staff to help those vulnerable people who may be considering taking their own life.

# 500+

We aim to close 500 level crossings by 2019, in addition to almost 800 level crossings closed between 2010 and March 2014



*"I give talks all over the business, and often people say 'What you said had a real effect on me. You made me think differently about how I work'. That tells me what I'm doing is worthwhile. It's changing hearts and minds."*

**Tina Hughes**  
Level crossing user champion and mother of Olivia Bazlinton who died at Elsenham level crossing in 2005





*"I was about 10 minutes into a vegetation inspection when it happened. I saw a train, heard a train – then got struck by a train. If we can learn why something's happened, we can try to stop it happening again."*

**Matt Sewell**  
Network Rail section planner, Derby



## Investing in our people

*The progress we've made in recent years with more trains on time and a more reliable and safer railway has been driven by our people. By developing the skills and capability of our 35,000-strong workforce we improve safety and drive business performance. Simply put, better people deliver a better railway.*

Just as safety is integral to everything we do, the people who work for us are the key to delivering both an improved safety record and better overall performance. The two must go hand in hand. The culture must be one of continuous improvement, striving to get better day by day and we will do everything we can to encourage that process.

Apprentices who joined us when our scheme launched in 2005 are now managing their own teams. Our investment in their training, and their successors, is paying off for us and all who use the railway. And our commitment to further developing the skills of all who work for us remains. We currently deliver 4.3 days of learning and development per employee, per year. We want to increase this to an average of five days, which would make us world class. As well as employing all the latest techniques, we will also make our training more focused on behaviour to help us develop the culture and approach we need as a company. Training centres in Swindon, Wales and the East of England are planned and we will continue our leadership development programme at Westwood in Warwickshire.

We will also continue to work collaboratively with our industry partners to organise joint training courses, and secondments to improve our collective understanding of how we can work better together. We are also playing an active part in trying to address the skills gap Britain faces in engineering disciplines by working with University Technical Colleges (UTCs) in Reading and Swindon to deliver rail-specific modules for students, as well as working as the lead employer with Westminster University, Transport for London and other organisations to develop a transport-based UTC for central London.

During CP5 we are also aiming to reduce preventable absenteeism and increase the performance of our people through investment in employee health and well-being. People with high levels of well-being are safer, at work more often, more innovative and more engaged. A key area will be to better understand the mental well-being of our people and to provide the right support mechanisms. We will also focus on achieving compliance with our health surveillance programmes and reducing the number of newly diagnosed occupational health conditions.





Investing in our people

**£21m** planned capital investment for CP5

**£186** for every learning day per employee

**700** apprentices and 500 graduates trained in the next five years

**Below:**

Apprentices learning in the workshop at our training centre at HMS Sultan, Gosport



"I would recommend that anyone who enjoys problem solving in a fast paced outdoors environment should also choose signalling and if any women are looking to apply then please do. Women are still in the minority on the railway but it is changing."

Vicki Fox  
Former signalling apprentice at Euston



"I'm realising my potential now, and helping the company put the knowledge I have to more use."

Jamie Pearson  
Maintenance team leader, Carnforth



## Maintaining and building reliable infrastructure

*Running and improving the railway is our business. The tracks, bridges, tunnels, embankments, signals and stations are the assets that make up the railway network. Managing these in the smartest way we can, making improvements and investing in infrastructure is how we will operate throughout CP5.*



Moving from a position of 'find-and-fix' to one of 'predict-and-prevent'







In terms of performance, our aim by the end of CP5 is to deliver for passengers and freight the best ever level of punctuality with a target of 92.5 per cent of trains arriving on time. To achieve that will mean, among other things, increasing the reliability of our assets and reducing the number of failures, whether track, points or signals. That process of continuous improvement will require using Lean techniques of working, as well as the latest technology, to help us maintain the infrastructure.

We are increasingly moving to a system of risk-based maintenance that allows us to monitor our assets, judge how well they are performing and then decide when to carry out maintenance work or renewals based on real-time, accurate data and judgements about criticality. Programmes such as ORBIS allow us to move from an approach based on 'find and fix' to one of 'predict and prevent'. By working with our industry colleagues we can also work out the best time to deliver upgrade work, with the least disruption and maximising best value.

We have also introduced a new long term planning process. Looking beyond 2019 we are asking what, in a perfect world, would be the ideal railway to meet the needs of individuals, towns and cities and as a country. We can then ask what, in an unconstrained world, it would take to deliver that, and then, on a route by route basis, what in reality is possible. The process allows us to better identify the significant changes that would make the most difference to the running of the railway in the future.



*"The renewals we carry out are rarely like-for-like. So we look at how we can innovate and replace life-expired assets with components that are better or more cost-efficient, or will fail less and require less maintenance. That's a big part of our remit – to push performance up, and get faults down."*

**J.P. Chesworth**  
Works delivery manager, signalling

**Top left:**

A new footbridge being installed at Saxilby

**Above:**

New tunnels will link the East Coast Main Line with the Thameslink route by 2018

## Reliable timetables

*We will aim to operate the best possible timetable every day on the available network.*

Apart from reliable assets, the other key component of a reliable service on the railway is the timetable. Despite the effort put into planning timetables, at present, they are still too often subject to last minute changes or other clashes which cause disruption and delay. Our aim by 2019 is to operate the best possible timetable every day on the network, and to be nearer our goal of operating a 'right time' timetable which uses GPS equipment on trains to ensure the right train is at the right place at the right time.

That will mean working much more closely with the train operating companies on a daily basis, as well as with the Department of Transport to ensure that new franchises enable a more accurate timetable. In the next five years we will also:

- apply an industry access programme to get the balance right between the services customers want and the needs of the network
- reform performance planning to better understand the causes of delays and give us the best data to create timetables and engage with stakeholders
- use the decision support framework to understand better the resilience of the network
- improve capacity planning to help us eliminate waste and improve our capabilities.







*"The reliability aspect is what I need... I need to know I'm going to get there."*

*Business traveller, Manchester  
Passenger Focus research*

# The biggest investment programme since the Victorian era

We're investing now to improve services and cut emissions.



**2009**  
Annual train punctuality reaches more than 90 per cent for the first time



**2010**  
Platform 0 opens in King's Cross station as part of the redevelopment to increase capacity  
  
Network Rail and Samaritans begin partnership to help reduce the number of people attempting to take their life on the railway and the impact incidents have on railway staff

1 £300m Airdrie-Bathgate line opens re-establishing a direct passenger link lost in the 1950s, increasing the range of options available for travel between Edinburgh and Glasgow

**2011**  
Regional decision-making largely devolved to route teams to deliver greater value for money and improve local stakeholder relationships

2 First longer trains run on Thameslink following platform extensions

**2012**  
New King's Cross station Western concourse is opened improving the travelling experience for 45m passengers who use it each year  
  
London Olympics – more than five million people used rail for their journey to the events. Train companies ran extra services, longer trains and operated extended hours to provide 12.4m (18.5 per cent) extra seats



**2013**  
First half of the new concourse at Birmingham New Street station opens to passengers  
  
New platforms and entrances open at Reading station as part of redevelopment scheme  
  
3 First electric train runs in the north west as part of new electrification programme



## 2014

Exceeded CP4 target and closed 750 level crossings, reducing risk and improving safety  
Work starts on Northern Hub, increasing and improving connections between northern cities

- 4 £44m Manchester Victoria station rebuild completes

## 2015

- 5 Birmingham New Street redevelopment completes  
Reading bottleneck removed and capacity increased  
30 miles of new railway and seven new stations open between the Scottish Borders and Edinburgh, connecting to existing rail network at Newcraighall

## 2016

- Edinburgh Waverley-Glasgow Queen Street electrification infrastructure works complete  
Great Western electrification will electrify the lines from Paddington to Bristol and on the branch lines to Oxford and Newbury
- 6 Ordsall Chord in Manchester completes  
Liverpool Lime Street resignalling completes, increasing capacity to the city  
Cardiff and South Wales improvements, including large scale resignalling providing potential for hundreds of extra rush-hour seats each day

## 2017

- Electrification to Cardiff on the Great Western bringing greener, faster more efficient journeys  
First stretch of Midland Main Line electrification complete (Bedford to Kettering and Corby)

## 2018

- 7 £6.5bn Thameslink programme including redevelopment of London Bridge station completes, enabling up to 24 trains each way through London per hour  
First Crossrail trains run through London, increasing capacity in the capital by 10 per cent  
Trans-Pennine electrification improving journeys from Manchester to Leeds, York and Selby  
Electrification to Cardiff-Swansea

## 2019

- Edinburgh-Glasgow Improvement Programme completes  
East-West rail project re-establishes link between Oxford, Milton Keynes and Bedford  
Network now carrying 30 per cent more freight than in 2012



- 170,000 extra seats on trains  
More trains running across northern cities every day  
225m more passenger journeys  
500 more level crossings closed since 2014  
Cost of running the railway reduced by 20 per cent



*Around the country,  
the railway is changing*

*Northern Hub*







*Through a series of upgrades, the Northern Hub will help stimulate economic growth by improving connectivity between key towns and cities in the North*



# London



*We're completely rebuilding London Bridge station as part of the Thameslink Programme, transforming the passenger experience*









# Scotland







*Glasgow Queen Street station will be transformed into a world-class integrated transport hub*



An aerial photograph of a city, likely Cardiff, Wales. The image shows a dense urban area with a river (Cardiff Bay) on the left. A large railway yard with numerous tracks runs diagonally across the center. To the right of the tracks is a large, modern building with a white facade and a flat roof. In the foreground, there are several parking lots filled with cars, and a large, modern building with a glass facade. The word "Wales" is written in a stylized font in the top left corner.

*Wales*






*We're building  
new platforms and  
station entrances  
at Cardiff Central*





Western



*Our 23 vehicle High Output Plant System will enable us to electrify 235 route miles of railway from Maidenhead to Swansea by 2019*





Brake force  
(Tare) 103,9t      Brake force  
(Loaded) 105,7t



## A technology enabled future

*Only a few years ago, most track faults were detected by maintenance crews walking along miles of track doing visual inspections. Now the convergence of engineering and information technology is transforming the way we maintain the railway.*

If the major challenges facing the railway are those of capacity, reliability and efficiency then technology has a fundamental part in helping us meet those challenges now and in the future. As outlined earlier, it is playing a major part in our attempts to improve the reliability of our assets through innovations such as the Plain Line Pattern Recognition train which uses high definition, laser technology and thermal cameras to find faults on the track so our staff can spend time fixing them, rather than having to find them in the first place. That means a more reliable track, and, therefore, a less disrupted service, as well as reducing the safety risk posed by our workforce being trackside.

Technology can help us increase capacity on the existing network in a more direct way by offering the prospect of allowing trains to run faster and closer together without compromising safety. The key is the introduction of ETCS (the European Train Control System) which we plan to introduce initially on the Great Western Main Line and part of the East Coast Main Line before rolling out across the rest of the network. It represents the biggest change in the way we operate trains since the time of Stephenson and Brunel. The way trains are controlled today by signals operated from signal boxes along the line would have been recognisable to them, but ETCS removes the need for lineside signals and introduces instead a control mechanism in the driver's cab which relays all the information that is needed from one of 12 regional operating centres around Britain. The end benefit for passengers and freight services will be that more trains will be allowed to safely use the track. It will also have substantial benefits in terms of both reliability and the drive to reduce costs.



**Above:**

Our inspection helicopter with hi-tech surveillance cameras means we can monitor the network quickly and accurately

**Right:**

During CP5 70 per cent of track renewals will be delivered by high output techniques, such as the track relaying system





We're embracing consumer technology by rolling out 10,000 smartphones and tablets across the company



**Below:**

Smartphone and tablet technology is helping frontline staff work safer and efficiently



*"More convenient than paper on wet, cold days, plus reports can be completed on site."*

*Asset Information App User*

## A railway fit for the future

*It's the same the world over – adverse weather impacts the smooth running of railways. We're no different in Britain. Ice, snow, heavy rainfall, floods, lightning, high winds, even heatwaves, can all damage the railway and disrupt journeys.*

The storms, gales and floods across much of Britain during the winter of 2013/14 demonstrated once again not only how our weather patterns are changing, but also the impact that has on the railway. Whether it has been the dramatic demolition of the seawall at Dawlish, coastal damage and landslips in Wales, rising groundwater in the Thames Valley, or falling trees in Scotland, there has hardly been a part of the network that has not been affected. And it isn't just the physical infrastructure that is affected. It is also people's daily lives as the railway service they depend on to get them to and from work has been severely disrupted. It has been a sobering experience for all concerned.

And that impact will continue. When the Victorians built the embankments on which many of our tracks were built, they did not envisage the kind of weather we are now experiencing, and, therefore, we need to better understand the impact not just of the recent battering, but the increased frequency of extreme weather events over the past few years. We will complete a series of resilience studies by September 2014, and have put in place a review process with our regulator and government to allow us to deal with the extra costs involved in carrying out the additional work that may be needed as a result.

**Right:**

Mark Carne, chief executive talks to an engineer repairing Dawlish seawall



**Right:**

A track worker in Scotland sets off to clear snow so trains can keep running







*"I never thought I'd be rebuilding Dawlish seawall after it has stood for around 100 years."*

*Network Rail engineer  
Dawlish, Devon*



*"Investing in mapping and remote surveying technology that links with our inspection helicopter helps us to understand, and better manage, the 20,000 miles of lineside vegetation and the delays it can cause."*

*Dr Neil Strong  
Network Rail sustainability specialist*



## A customer-focused organisation

*We and our partners across the industry all have a vital long-term role to play to help Britain build a thriving, sustainable, low carbon economy.*

Working together with train operators and supply chain partners on managing assets, timetables and investment is only one aspect of how we are trying to work much more closely with the rest of the industry for the benefit of passengers and our freight customers. We're all part of an evolving, collaborative industry, constantly looking to innovate and deliver value for money for passengers, freight users and taxpayers. The creation of the Rail Delivery Group has provided an important forum for leaders right across the sector to focus on industry-wide issues for the benefit of everyone.

The industry's ongoing commitment to work more closely together will continue to deliver real improvements to safety, service delivery and efficiency. Greater co-ordination among the train operators, freight companies and Network Rail is the next logical step for the industry to evolve. The creation of the South West Trains/Network Rail alliance on the Wessex route, where the industry is working as a single business unit, has led to smarter and quicker decisions and a better service for customers.

We have also signalled our willingness to learn from other railways around the world, as well as our intention to test our own knowledge and expertise by launching Network Rail Consulting, which is already winning overseas contracts. We hope that it will also act as a global ambassador for the British rail industry.

# £870m

Direct annual contribution by the rail freight industry to the nation's economy

### Freight demand growth

Over the next decade we expect freight demand to grow by at least 30 per cent and as much as 140 per cent over the next 30 years







*"The Alliance has made a real difference to the way we work; now there's just one joint station team all pulling together. We have shared objectives, decisions are made faster, and we're more efficient at what we do. It's not about doing things the 'South West Trains way' or the 'Network Rail way' – we're all focused on doing things the right way for our passengers."*

**Mhairi Mackenzie**  
Manager of London Waterloo station



## Opening up

*Our vision is to provide timely, relevant, accurate and consistent information – easily understandable and accessible wherever, whenever and however required – so that all passengers can make informed choices about their travel plans.*

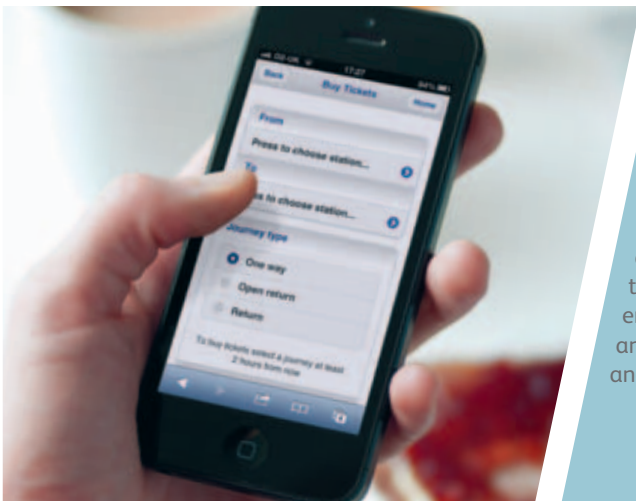
Our commitment to greater transparency extends beyond our industry, however, to all those who have an interest in what we do. We are all too conscious that the public, whether as passengers, taxpayers or interested observers, has a legitimate interest in what we do and how we do it. As part of that commitment to being open and transparent we regularly publish data and information on our website, as well as seeking views from other organisations and the public about what they would like to see us publish.

That transparency, however, has to extend to how we communicate with passengers as they travel. People now expect to receive up-to-date information as they go about their daily life, and the railway is no exception. Passengers expect to be told in advance about any delays so they can plan their journeys, and if they are disrupted they want information about the cause and likely duration, not just of the original problem, but its knock-on effects on the rest of the network.

We are working closely with our train operator partners to see how we can improve information both before and during journeys. We plan to improve the consistency of information across stations. We're integrating the different systems we use into one which will feed into screens at stations, apps on smartphones and websites, and on-train information.



#BetterRailway



In September 2013, Patrick McLoughlin, Secretary of State for Transport announced that high speed mobile broadband will become available on the busiest parts of the rail network.

Network Rail has consulted the rail industry, mobile network operators and the regulators to deliver a solution that will finally allow passengers to enjoy uninterrupted high speed WiFi and voice and data services on-train and across 17 major stations.







*"If they tell you ASAP you can do something about it. You have more options and you feel more in control."*

*Sheffield commuter  
Passenger Focus research*





## Reducing public subsidy

*We have undertaken to deliver 20 per cent efficiencies from 2014-2019, while delivering a safe, reliable network and investing £38bn in a bigger, better railway. We will achieve these efficiencies through the use of new technologies, smarter ways of working and a revised contracting strategy.*

It is anticipated that the demand for rail services will grow by more than 30 per cent over the next decade. Much of this will be driven by the continuation of economic and social trends that have fuelled rail growth over the last decade, including population and employment growth and increasing road congestion.

Recent and planned rail investments – better stations, new trains and services, faster and more punctual journeys, and improved connectivity – will encourage even more passengers to travel by rail. This growth is welcome as the extra revenue will help reduce the amount of subsidy needed by the industry, although further growth will also add to the industry's capacity challenge.

Alongside this revenue generation, the rail industry will also become more efficient over forthcoming Control Periods, helping drive rail subsidies even lower while improving the service to passengers.

Network Rail has undertaken to deliver 20 per cent efficiencies over the period to 2019, while continuing to deliver a safe and reliable network and investing £38bn in a bigger, better railway. We will achieve these efficiencies through the use of new technologies, smarter ways of working and a revised contracting strategy. In particular we will improve maintenance productivity, close signal boxes as part of our operating strategy, reduce management staff, have more alliances and partnerships with our key suppliers, streamline our supply chain and seek to sell more services in the UK and overseas.

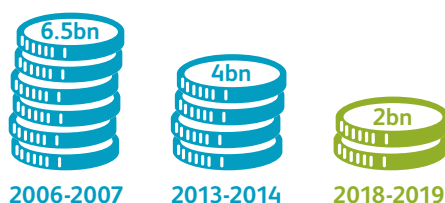
We will also continue to develop our property and station retail portfolios, while seeking innovative new ways of generating income – like our 'Doddle' parcel collection concept at mainline stations – with every extra pound of income generated going towards reducing the cost of the railway to the taxpayer.

Furthermore, a significant number of rail franchises will be competitively re-tendered over the next decade, enabling train operators to continue to provide cost-efficient rail services with a clear focus on revenue generation. Network Rail will also invest in the flexibility of the network – building new platforms, crossovers and turnback facilities – enabling train operators to deliver the timetable with fewer resources, saving the industry, and the taxpayer, money. We will also be working with the rest of the industry, and through the Rail Delivery Group, to reduce costs or increase value from the system as a whole.

All of these activities will result in a bigger, better railway for Britain by 2019, at a lower cost to the taxpayer. But we won't stop there – the rail industry is already developing its plans for Control Period 6 through its Long Term Planning Process, which alongside identifying further investment choices for funders, maintains a clear focus on 'making better use'.



### Reduced subsidy (£bn)









**Network Rail**

Kings Place  
90 York Way  
London  
N1 9AG

Please check the website for updates throughout CP5

**#BetterRailway**

[www.BetterRailway.co.uk](http://www.BetterRailway.co.uk)

