

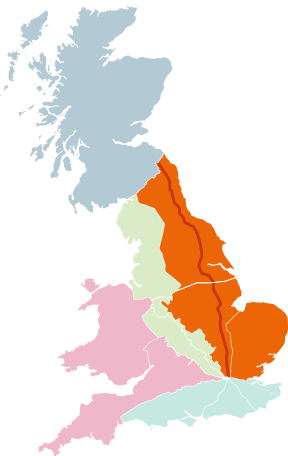


Eastern



Rob McIntosh,
managing director, Eastern

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Anglia



East Coast



East Midlands



North & East

We are an incredibly busy region, operating some of the busiest rail lines in the country. We transport commuters to and from busy cities including Newcastle, Leeds, Sheffield, Derby, Norwich, Cambridge and London, and serve two airports and 13 freight ports. We connect people to friends and family, jobs and leisure, as well as goods to businesses here and abroad. Improving our rail network and getting people where they need to be on time makes a massive difference to the UK economy, helping bring jobs, homes and prosperity.

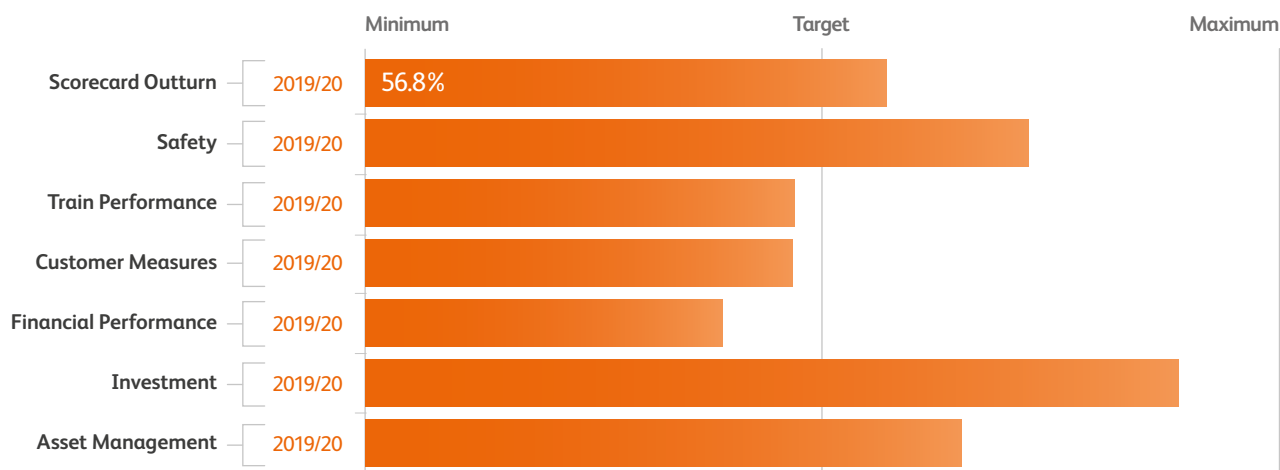
In August 2019, Eastern established our four routes – East Coast, North and East, Anglia, and East Midlands. In establishing these, we enable more local decision making and a greater focus on local needs. We put passengers first by enabling and empowering our people.

Over the year, Eastern has successfully achieved greater than target against a number of our scorecard measures, including train accident risk reduction metric, investment milestones and key volumes delivery. However train performance, which matters the most to passengers, was behind target. For the year ahead, our key focus will be on improving train performance and customer measures.

Between 2019 and 2024 we are investing £13.6bn in running and improving the railway. With our industry partners, we will make some transformational changes – many are already underway.

Key scorecard targets

Eastern continued



> Safety

This year, 92 people sustained injuries at work where they were unable to return by the following shift, a slight reduction on last year. There were nine serious injuries, fewer than in 2018/19. While even one injury is too many, it remains safer than ever for people working in Eastern region.

We are accelerating our track worker safety programme, reducing the amount of time staff work with unassisted lookouts by introducing new technology and improving planning processes. We continued our work with local communities to improve public safety and reduce trespass including a dedicated campaign on electrification of the Midland Main Line.

This year we have closed 48 level crossings across Eastern. In Anglia alone, we are seeking to close or alter around 100 level crossings by three Transport and Work Act Orders. We have completed the public inquiry stage and are awaiting decisions on whether powers will be granted.

The health and wellbeing of our staff is also a continued focus, with initiatives to improve heart-health and healthy eating as well as help manage mental health issues. We've increased the number of Mental Wellbeing Champions and regularly encourage employees to be open about their mental health.

Case study

Putting Passengers First

King's Cross toilets refurbishment

The station team at London King's Cross has been working to unite the many teams who work at the station under a single "One Team, King's Cross" brand. The aim of this initiative is to give quick, tangible benefits for the thousands of passengers who use the station each day. This case study highlights one of the first, and most visible to passengers.

In October 2019, funding was secured to revamp all of the station toilets. This was great news as feedback at the customer points regularly complained about them. The work could be carried out across all toilets at once or phased in different ways. Putting the passenger at the heart of the programme from the start was crucial for project manager, Toby Meadows, but time was tight as the team was ready to start within a matter of weeks.

Toby explained: "We really wanted passengers to be involved in this project from the very beginning. We commissioned posters and a Twitter poll to ask passengers how they would like the work to be carried out. Then the station team spent time talking to passengers and asking them to cast their vote. And the winning option is the one we're using.

"The completed project will bring benefits for our passengers and we are delighted that the Mezzanine toilets opened in March."

Eastern continued

➤ **Train Performance**

Performance across the region was a mixed picture with slower improvement than planned. In the North, issues with crew training and new fleet introduction has caused high levels of cancellations and delays for Northern and TransPennine Express (TPE), though this situation significantly improved at the end of the year.

LNER continued roll out of its Azuma fleet, bringing greater reliability to services on the East Coast Main Line. Improved acceleration and braking are already showing performance benefits for all long-distance operators on the route. Greater Anglia and London Overground also introduced new fleet which have proved extremely popular with passengers.

In the south of the region, we have some of the best performing operators in the country. Performance for TfL Rail has largely been good, and we hit targets on the east section of the Elizabeth line from Shenfield to London Liverpool Street. Quicker response times to incidents and better crowd control at Liverpool Street station are just two initiatives that have enabled this. c2c's positive start to the year was followed by a mid-year dip. This was largely due to a few incidents including power supply failures that caused delays to passengers, but we recovered well, with days where 100 per cent of trains ran on time. We continue to work hard as an industry to tackle the problems we faced across our rural services in Anglia in autumn. This is a major focus of attention to resolve.

It has been a difficult year for the London Overground lines that fall in our region. We've struggled to deliver a good service on the North London Line with an increase in trespass and suicides a factor. The number of axle counter failures and increased dwell time owing to increased passenger growth also contributed. Intelligent infrastructure to enable proactive interventions before failures occur and software upgrades are helping to solve these problems. Passengers and freight were affected by Gospel Oak to Barking line freight train derailment in January. A derailed freight wagon caused damage to bridges, rails and thousands of sleepers. A massive effort by industry and supply chain teams meant the damage to 2.5 miles of track was fixed within a month and services resumed. During the closure of the line, a replacement bus service operated between Walthamstow Central and Barking to help keep passengers moving. Despite this, freight performance has been good across the Eastern region, with the number of trains running on time ahead of target.

CrossCountry services underperformed. Most delays were caused by extreme weather causing flooding and landslips, which resulted in speed restrictions and delays to passengers. However, the number of infrastructure failures causing delays in Anglia has significantly fallen. This is following the removal of temporary speed restrictions, and right time departures from York were better than target.

While infrastructure failures causing delays were significantly lower than last year, it is important that we continue improving the consistency of on-time journeys. We are working hard to identify key locations affected by weather, including flooding and extreme heat, and to develop action plans to deliver greater resilience and improved recovery time. We are introducing a drainage management strategy which has an increased focus on detailed inspection, cyclical jetting of drainage systems and increased refurbishment and renewal. We are also implementing a proactive regime of vegetation management focussed on high risk trees as well as improvements in weather monitoring and understanding asset conditions.

A cross-industry group has been created to drive better decision making around performance. There is now a greater focus on whole-journey performance as opposed to performance at final destination as the region puts more emphasis on improving punctuality at all recorded stations.

We are working with our communities to tackle trespass and suicide, which remain the cause of a high proportion of delays. Improvements include fencing, trackside patrols and lighting.

➤ **Efficiencies**

Eastern region has achieved £10.2m operations efficiencies over the year 2019/20. On capital expenditure, efficiencies of £106.9m have been delivered, ahead of target.

➤ **Putting Passengers First**

Eastern region is currently delivering the greatest proportion of Network Rail's entire enhancements portfolio in CP6. The upgrade of the East Coast Main Line has begun, remodelling King's Cross and modernising signalling systems. Once complete, it will allow an extra two long-distance paths into the station and create the potential for up to 10,000 extra seats a day. Elsewhere on the East Coast, we helped bring more seats and a better experience for more than 22 million passengers with LNER's new Azuma trains.

On the Midland Main Line, our improvement programme is nearing completion, enabling electric trains to run to Corby for the first time from next year. We are also supporting Northern as it introduces 101 brand new units and Greater Anglia as it replaces its entire fleet. More new trains are also on the way for TransPennine Express and East Midlands Railway.

In Anglia, passengers will experience a more reliable railway following the completion of the programme to replace more than 100km of overhead wires between Southend Victoria and Shenfield. We completed the Felixstowe capacity programme, building 1.4km of new track and upgrading four level crossings. This will enable 10 more freight trains to run per day in each direction and improve reliability for passenger services. We also finalised the

re-signalling of the Norwich, Yarmouth, Lowestoft programme, bringing a 21st century system in to replace Victorian infrastructure.

Public consultation began on the first phase of the Transpennine Route Upgrade which, once complete, will provide more services and more reliable journeys for passengers across the north of England. We have begun the transformation of Leeds station. The installation of a new, transparent roof over the main concourse now allows natural light to flood the station. New ticket barriers have been installed in a simpler alignment, improving flow through the station. All of this has been completed without any impact on train services and the station has remained open throughout.

> The year ahead

The Coronavirus pandemic will have an impact on our works programme, the extent of which is currently unknown. We will be working hard to deliver as many of our originally planned improvement works as possible, which includes improvements at all of our managed stations - Leeds, London Liverpool Street and London King's Cross. Once complete, there will be refurbished toilets, and customer action teams will continue to bolster station teams to help passengers during unplanned disruption. At London Liverpool Street, we plan to improve the passenger information points and seating around the station.

The East Coast Main Line upgrade is set to continue. At Werrington, near Peterborough, an engineering first will see a 3km dive-under constructed alongside the track. Once complete, this crucial intervention will separate the England-Scotland passenger route from the east-west



freight lines which will prolong the life of the track by reducing traffic on it, reducing delays and enabling more trains to run on time.

We're continuing to work closely with the Department for Transport and our industry partners on the Transpennine Route Upgrade, which will deliver a high performing, reliable railway for passengers with more seats, more trains and faster journeys between Manchester and York via Huddersfield and Leeds.

In the south of the region, the refurbishment of Ilford and Romford stations as part of Crossrail will improve passenger accessibility and facilities ahead of the increase in Elizabeth line services. Platform extensions and sidings works on the busy Cambridge to King's Lynn line will increase capacity and provide more space and seats for passengers. This means in the future there will be less overcrowding on busy morning and afternoon peak services.

Passengers, freight users and communities are at the heart of everything we do. Everyone in Eastern region continues to work towards a better railway for them, our region and our economy.

Case study

Efficiencies

Cost savings at crossings

When looking to renew wooden timbers used on rail crossings in Newark, we had a supply chain issue. The life cycle of the existing materials was only 15 years, and as such not good value for money. In any case, replacements of this type cannot be sourced sustainably as lengths greater than six metres are not from a trusted source.

An alternate hardwood could not be purchased because of the increasing civil unrest in Cameroon where the mills had been evacuated. So, synthetic options that offered improved life cycle and whole life cost were assessed. The particular timber lengths of 16 metres was proving difficult to source.

Working with colleagues in our Kent route we discovered that the synthetic alternative (Fibre-reinforced Foamed Urethane (FFU) Synthetic Baulks) offered improved whole life cost, reduced maintenance costs, improved track availability and system reliability. This in part was down to the elimination of decay, its non-flammable properties, and the associated reduction in disruptive possession costs owing to increased time between renewals and reduced maintenance.

The whole life saving over 30 years will be £1.75m at this location but, if used at multiple sites, it has the opportunity to save millions in the years ahead.