

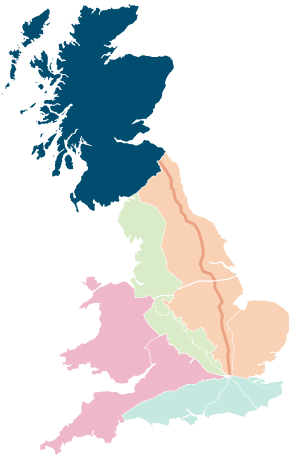


Scotland's Railway



Alex Hynes,
managing director, Scotland's Railway

16 July 2020



Scotland

Scotland's Railway covers a large and varied area from the rolling hills of the Borders to the remote mountains of the Highlands as well as the busy commuter lines of the Central Belt. Our network supports over 2,500 passenger services and up to 50 freight services every weekday, and we are steadily building more capacity across the country.

Our railway provides rapid access along busy commuter routes to our seven cities, servicing the needs of millions of business and leisure travellers. We also carry vital freight and lifeline rural services.

We operate the largest suburban rail network outside London, which meets the daily needs of customers into Glasgow. Scotland's Railway provides links between communities and employment, industries and markets.

It contributes up to £1.3bn each year to Scotland's economy and employs 13,000 people – 3,500 of them are Network Rail colleagues.

In December 2019 Scotland's Railway increased its number of stations to 360 with the introduction of Robroyston, in Glasgow, to the network. More new stations are planned over the next four years.

Edinburgh Waverley and Glasgow Central, Scotland's two busiest stations, together deal with over 188,000 passengers each weekday – that's 64 per cent of all Scotland's passengers. In total, Scotland's Railway now supports over 107 million passenger journeys a year.

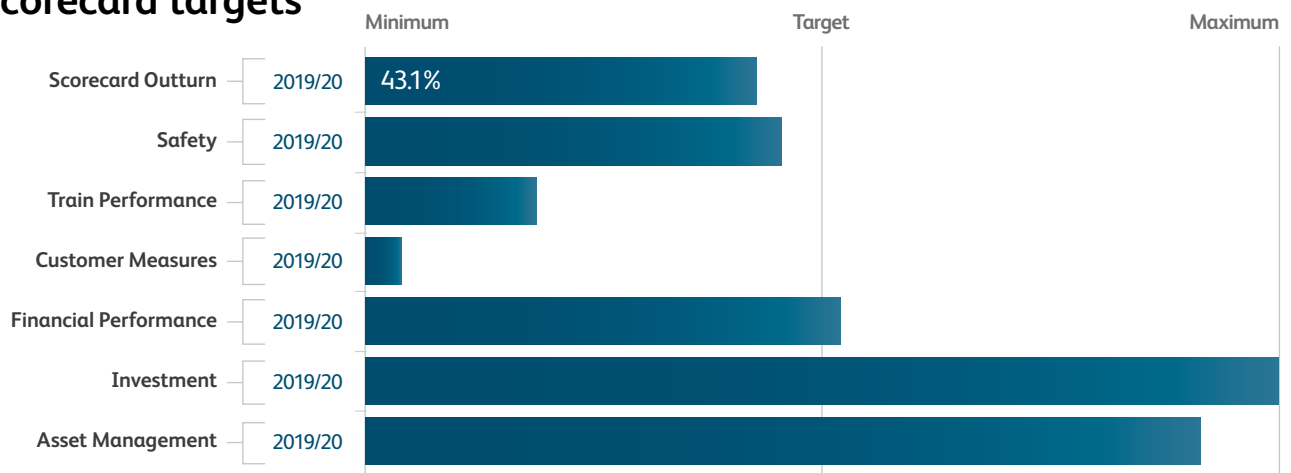
Scotland's Railway continued

We are committed to putting passengers first, and our new structure is helping to make Scotland's Railway more responsive to the needs of passengers and freight operators.

In Scotland, we have a strong track-record of collaboration between Network Rail, operators and funding partners, and the Putting Passengers First programme will help to bring the industry ever closer together. It is already empowering people within every part of our organisation to make informed decisions on what's best for passengers and freight.

During the Coronavirus lockdown, the rail industry has shown that we can pull together and provide the support needed to keep key workers and freight on the move. As we look ahead to the coming year, we face a number of challenges – as an industry and a nation. Our world changed dramatically in a matter of just a few weeks and Scotland's Railway now has a vital role to play in re-energising the economy as Scotland deals with the impact of the pandemic.

Key scorecard targets



➤ Train Performance

Performance in 2019/20 has often not been at the level passengers rightly expect. However, strong underlying infrastructure performance has contributed to an improvement in the moving annual average (MAA) - ending the year 1.1 per cent better than last year. This means the public performance measure (PPM) has moved from 87.4 per cent in period 13 of 2019 to 88.5 per cent in 2020.

In the summer, we saw some extreme weather conditions, such as Edinburgh's hottest day on record, which could have led to speed restrictions and longer journey times. Despite this, our hot weather action plan proved very effective and PPM failures attributed to heat-related causes dropped by 80 per cent year-on-year. Autumn performance was also our best ever.

We have also begun replicating 'The Glasgow Plan', which improved asset reliability by 30 per cent though the targeted renewal of key infrastructure in the Glasgow Delivery Unit area. This analysis-led approach is now being rolled out elsewhere in Scotland with the implementation of more localised investment plans.

➤ Locally driven customer measures

The rail industry is currently delivering unprecedented investment for passengers in Scotland. This includes £475m in brand new and upgraded trains, and an additional £22m worth of investment to improve reliability, punctuality, and customer satisfaction.

ScotRail recorded a passenger satisfaction score of 90 per cent in the last National Rail Passenger Survey – a five-point improvement on spring 2019. Overall passenger satisfaction has also improved at our managed stations, with Glasgow Central up by 2.5 per cent to an overall score of 90 per cent and Edinburgh Waverley improving its score by 2.3 per cent to 88.5 per cent in the spring 2020 survey.

Overall passenger satisfaction has improved at both Network Rail managed stations in Scotland, Glasgow Central being ranked third and Edinburgh Waverley eighth out of Network Rail's 20 managed stations.

For 2019/20, Scotland's Railway received 9,343 enquiries, a 29 per cent increase on 2018/19. Over 91 per cent of these enquiries were responded to within the 29 day response target. This was largely due to the volume of engineering works undertaken in the year. We are pleased that despite a significant increase in volume, response times to enquiries is seven per cent better than target.

Scotland's Railway continued

➤ **Safety**

Our lost time injury performance has been inconsistent in 2019/20. There have been 53 workforce and contractor injuries this year, resulting in our regional lost time injury frequency rate being behind target.

Slips, trips and falls and injuries resulting from manual handling of equipment remain the largest cause of accidents. They are now a major focus as we push forward with an improvement plan with both our internal teams and external suppliers.

Scotland's Railway has continued to progress with the installation of the VAMOS Miniature Safety Light System (which uses miniature red and green lights and audible warning equipment to warn the public of oncoming trains), enhancing safety at user worked level crossings.

A further three have been installed this year, as well as a new MCB-OD (a barrier and obstacle detection) crossing at Boat of Kintore. We have also secured the legal closure of two level crossings at Pitmedden and Panholes.

Unfortunately, last year's poor signals passed at danger (SPAD) performance continued with a total of 32 SPADs this year against a target of 26. We are working closely with our main train operators to identify and implement improvements.

We now have a fully embedded safety task force within Scotland's Railway. This team is ensuring engagement with our front-line staff and contractors to implement changes to improve safety for those planning and carrying out work on our railway.

➤ **Financial performance**

Overall financial performance on Scotland's Railway was worse than target because of higher than expected compensation payments to some train operators. This was primarily due to poor weather conditions which affected train performance. Maintenance costs were also higher than planned – mainly due to investment in performance improvement schemes. We expect these costs to be offset by better future performance.

Enhancement costs were more positive, mainly due to contractor efficiencies on the Aberdeen-Inverness Improvement Project, Glasgow Queen Street redevelopment and the Scottish Central Line project, and expected risks not materialising on the Dunbar new platform project. Financial performance on the Stirling-Dunblane-Alloa project was less positive due to contractor and insurance claims.

Efficiency performance this year was £7.2m better than target, delivering total efficiencies of £46m. This was due to a range of factors including improved contracting strategies, better use of access, reduction in signaller relief implementation, our energy efficiency initiative and early realisation of efficiencies in vegetation contractor procurement.

➤ **The year ahead**

The spring completion of the £120 million redevelopment of Glasgow Queen Street station has been delayed by the Coronavirus pandemic and a new date will be confirmed later this year. When complete, the investment in the station will provide our passengers with a brand new fully accessible station with the modern facilities they deserve and with the capacity to meet current and future needs.

The opening of the new Kintore station has also been affected by Coronavirus. The station will reconnect Kintore to the rail network for the first time since the original station closed in the 1960s. This is the last part of phase one of the Aberdeen-Inverness Improvement project and a new opening date will be confirmed as soon as possible.

As part of the Scottish Government's ongoing investment in Scotland's Railway, Network Rail is developing a programme of infrastructure improvement options to support the strategic priorities identified by Transport Scotland.

Through a pipeline of projects our railway will support Scotland's social, economic and environmental needs, realising the benefits of rail for communities and businesses across Scotland. As part of the Scottish Government's 'Programme for Government' a decarbonisation action plan is being developed by Transport Scotland for the domestic passenger network.

Case study

Putting Passengers First

During the redevelopment of Glasgow Queen Street station we worked closely with the Mobility Access Committee Scotland to create visual and auditory briefs and a short film that were fully accessible to people with visual and auditory impairments. These films were used to update stakeholders on the project and changes to the station, featuring both subtitles and a British Sign Language interpreter. This is now best practice in Scotland's Railway, and we are exploring further how we can provide improved support to better meet the needs of all our passengers.



Further development work for electrification options has now commenced on a range of lines including the Borders, East Kilbride, Barrhead, Kilmarnock, Edinburgh Suburban, City Union and Maryhill lines.

Increasing capacity for passengers and freight

Scotland's Railway is putting freight at the forefront of Control Period 6 (CP6) having been set a challenging target to grow the sector by 7.5 per cent over the five-year period.

At Blackford, in Perthshire, we have been working with Highland Spring and Transport Scotland to create a freight facility with a direct connection to the Highland Main Line. The £19m investment in new signalling and track has the potential to help Highland Spring move 40 per cent of its products by rail, taking up to 8,000 lorries off our roads.

For passengers, detailed design work is underway for the Levenmouth line from Leven to the Fife Circle with new stations planned for Leven and Cameron Bridge.

Work on the Aberdeen to Central Belt lines will improve journey times, and the availability of freight paths, while capacity for freight in the Inverness-Dalcross corridor will also be considered as part of the Dalcross new station project.

We are also developing the Central Scotland gauging and route clearance programme, which supports the creation of a strategic freight network of high capability freight routes.

The region will also continue its focus on driving down infrastructure faults and improving the service we provide to passengers. However, to deliver our targets, we must continue to see improvements in asset reliability and our plans for CP6 reflect this. They have been structured to deliver increased resilience to weather events, reduce disruption and improve reliability. Our plans will also enable more autonomy in decision making, with teams encouraged to identify and deliver performance improvement schemes at a local level.

Case study

Efficiencies

Aberdeen to Inverness improvement project

A key consideration in the delivery of the Aberdeen – Inverness Improvement project was the possession strategy, which was designed to manage the impact as best as possible on passengers, the lineside communities and deliver the works in the most efficient way. A line closure solution informed through consultation was adopted and supported by all industry partners and stakeholders. This condensed the works into fewer but longer line closures including, a 15-week blockade in summer 2019, rather than having continual weekend possessions over the two-year lifetime of the project. This approach delivered a project efficiency of circa £5 million.