CP6 Delivery Plan Notice

1. This notice sets out ORR’s requirements for Network Rail’s CP6 delivery plan, a suite of documents that together will set out what Network Rail will deliver for its customers and funders over the five-year control period from 1 April 2019 to 31 March 2024 (CP6).

2. The delivery plan has two key functions: to allow your stakeholders to plan their businesses with a reasonable degree of assurance; and to provide a transparent baseline against which you will report your progress and we will monitor delivery and hold you to account.

3. We have discussed your delivery plan proposals (attached) and the drafting of this notice with your colleagues. Your proposal consists of:

(a) Strategic Plans for each geographic route, the Freight and National Passenger Operators (FNPO) route and the System Operator. These will be published by 31 March 2019 following an update to reflect our final determination for CP6, and will be refreshed annually thereafter;

(b) Strategic Plans for your central support functions and an overview of the Network Rail business as a whole, again updated to reflect our final determination and refreshed annually;

(c) Your ‘top level’ scorecards covering the geographic routes, FNPO, System Operator, route comparisons and the Scotland HLOS tracker. These will be also be
updated for the start of CP6 and thereafter regularly updated with a commentary on progress and any changes; and

(d) Supporting material made available to ORR through the determination process, such as your asset management capability short form strategies, activity based planning data books and annual stakeholder reports. This material will be updated in line with your business planning process throughout CP6.

4. We accept your proposals subject to the following additional requirements, which we have discussed:

5. We require a one-off reconciliation of your first delivery plan for CP6 against our final determination, at a level of detail agreed with us. This is to ensure we start CP6 with a single version of the truth and a common understanding of how the final determination has been reflected (for example, it should include your revised financial forecasts).

6. Thereafter, changes to the delivery plan should be made in accordance with the change control process; we will publish guidance on the process alongside our final determination.

7. Where enhancements have been approved for delivery by a funder (including third parties), as a minimum, a summary of the entry into service milestone(s) and Network Rail’s obligations should be provided in a format agreed with ORR. In doing so, the ORR acknowledges the need for the format to be consistent with the principles in the Memorandum of Understanding between Network Rail, the Department for Transport (DfT) in so far as they relate to enhancements projects funded by Government in England and Wales.

8. The delivery plan should signpost where more detailed information about enhancements can be found, sufficient to enable stakeholders to plan their businesses (noting that many stakeholders do not have access to the industry’s usual programme and project governance fora). We understand this will include contact details for projects which may be supplemented by (for example) DfT material summarising projects in development and the work of Network Rail Business Development Directors. It should also include information where Network Rail has a role in any ring-fenced funds, explaining as appropriate the governance arrangements and project selection criteria. We will review the effectiveness of these arrangements early in CP6.

9. Transport Scotland has requested additional information is included on enhancements in both development and delivery that it is funding, which you should provide. Subject to confirmation by Transport Scotland, this is likely to include:

• A list of projects that have secured initial funding and are included in the development pipeline for GRIP 3 – 4 but have not yet produced a Final Business Case or secured funding for delivery. The information should include the project name and number, a high-level outline of the desired outcome being developed and the date by which a Final Business Case will be produced to support progress to the next stage of the enhancements pipeline; and
• Individual projects that have passed through Transport Scotland's Investment Decision Making panel and secured funding for GRIP 5 – 8 delivery. The information should include a regulated milestone for completion, relevant interim milestones with delivery dates, key project interfaces and Network Rail's obligations to customers.

10. We are developing a data protocol with you detailing the data you will supply to us to support our monitoring processes in CP6. This must include new leading indicators of efficiency.

11. We will not require you to carry out a separate additional industry consultation on your delivery plan given you have told us you are and will continue to engage closely with stakeholders as you develop your strategic plans and customer scorecards. You have committed to discussing your proposals with industry bodies such as the Rail Delivery Group (RDG).

12. I am copying this letter to Dan Moore at the Department for Transport, Bill Reeve at Transport Scotland, Simon Tew at the Welsh Government and Paul Plummer at RDG.

Yours sincerely

Graham Richards
Director, Railway Planning and Performance
CP6 Delivery Plan Proposal

Mapping to SBP documents
## Plan summary document

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<td>Objectives drivers</td>
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Maps to: **SBP High Level Summary document**

Note: the exact content of this document is still being decided. Its main audience is for anyone wanting a summary of the key themes supported by the plan.
Plan summary document

Interim Business Performance Report

- Executive summary
- Route / function scorecard
- Stakeholder priorities

- Objectives drivers (constraints, opportunities, risks)
- Activities and expenditure summary
- Summary strategies

- Short form strategies
- Databook
- Annual stakeholder report

- Business Planning guidance
- Assurance
- Change log

Maps to: scorecards contained within individual SBP strategic plans
Note: this is a new stand-alone document that will consolidate scorecards into one place
Example SBP document:
- Anglia – Long Term Scorecard
## Content options – strategic plans

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Maps to: **SBP route and national function strategic plans**
Note: the format of these documents is being updated for RF8.
Example document:
- Anglia Route Strategic Plan
## Plan summary document

### Interim Business Performance Report

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**Short form strategies**

- **Databook**
- **Annual stakeholder report**

**Business Planning guidance**

- **Assurance**
- **Change log**

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Maps to: **SBP short form strategies**

Note: provided to ORR separately to main Sharepoint site

Example SBP documents:
- SFS Asset Management Capability
Content options – databook

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Maps to: SBP data book
Note: this includes the following documents:
- SBP CP6 consolidated renewals
- SBP CP6 consolidated opex
- SBP CP6 consolidated income
- SBP CP6 consolidated efficiency groupings (opex and renewals)
- GB consolidated volumes, total costs and plant costs (activity based planning)
- Individual route activity based planning spreadsheets e.g. Ipswich – Activity Based Planning
## Content options – business planning guidance

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Maps to: **SBP guidance documents**

Note: this includes the following documents:

- RF6 guidance document
- RF6 guidance on Digital Railway integration
- RSP guidance notes
- IP cost planning procedure
- IP cost planning governance process
- IP cost planning governance panel guidance
Content options – assurance

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Anglia Route Strategic Plan Assurance Report

Maps to: SBP assurance documents
Note: assurance formats are subject to update prior to RF8
Example SBP documents:
• Anglia Strategic Plan assurance
• Track – assurance summary
• System Operator Strategic Plan assurance

A better railway for a better Britain
### Content options – change log

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Maps to: **SBP Annex A Changes to plans**

Note: change log formats are subject to update prior to RF8

Example SBP documents:
- Annex A – Changes to plans (Anglia)
- Annex A – Changes to plans (Western)
## Content options – annual stakeholder report

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Maps to: **partially to section 2 of route strategic plans**

Note: the annual stakeholder report is currently in development and is the subject of separate conversations with ORR.