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3 May 2011

Robin Gisby,
Director, Operations and Customer Services
Network Rail
Kings Place
90 York Way
London
N1 9AG

Dear Robin,

Network Rail delay minutes, 2011-12

You know that we have been assessing the final 2010-11 train performance figures; the failure to achieve most of the PR08 regulatory requirements will be considered by our board on 17th May. In doing this we have become concerned, looking ahead, about the underlying trend in the level of delay to passenger services attributed to Network Rail. While many of the 2011-12 performance requirements established by PR08 present a significant challenge, this trend indicates a particular risk that the required reductions in delay to passenger services in England & Wales might not be achieved (the figures do not suggest the same degree of risk in Scotland).

As I mentioned last week, I am therefore asking you to help us to understand your plans to meet this requirement. We will then wish to monitor progress more closely than would normally be the case. To enable us to do this I am asking you provide us with:

- A clear explanation of how the 2011-12 England & Wales delay minutes trajectory is derived from last year's baseline, including any reversal of one-off issues and the projected impact of all major initiatives, and
- An E&W-level description of those key initiatives, which substantiates the projected benefits and provides clear milestones against which progress can be monitored

You should also identify any new or significant risks to this performance output in 2011-12 and explain your approach to managing DPI, which has been increasing.

I expect this information will be largely a consolidation of material from the agreed JPIPs. If this is not so - if there are any significant differences of approach or assumption - please explain these.



We may wish to meet you to ensure that we fully understand the plans, and we will then monitor progress each period on the basis of milestones/KPIs drawn from your plan, which we will agree with you. I do not anticipate needing regular meetings if performance is broadly in line with your trajectory.

It would be helpful if you would confirm agreement to this, and let me know when we can expect to receive the summary plan. If you wish to discuss this further before producing that plan I should be happy to do this.

I am copying this letter to Paul Plummer and to members of the National Task Force, and placing a copy on our website.

Yours sincerely

Michael Lee

A simple, horizontal, slightly curved line drawn in black ink, serving as a placeholder for a signature.

Michael Lee