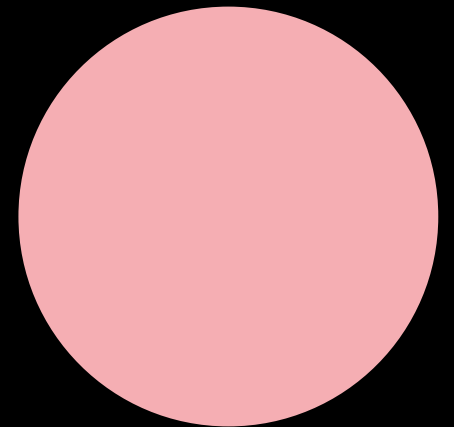
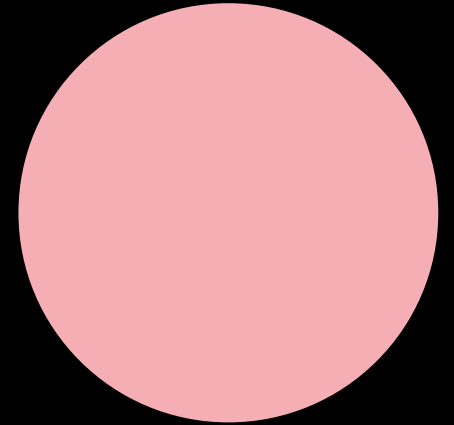


# **Industry research on the quality of Network Rail's Stakeholder Engagement in Year 1 of Control Period 6**

August 2020

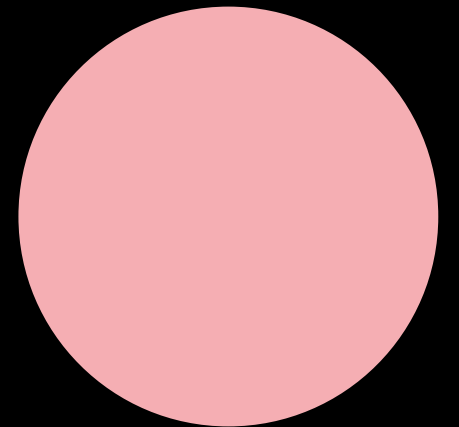
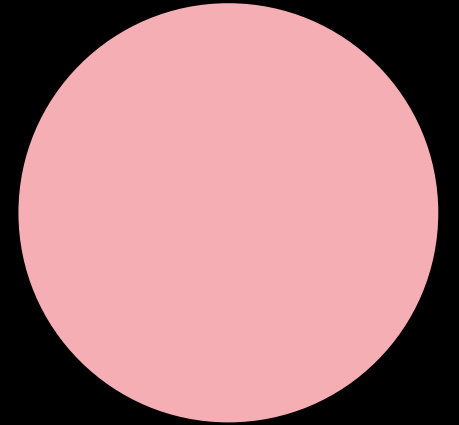


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# Objectives, sample and methodology



# Objectives, sample and methodology

This research was conducted on behalf of the Office of Rail and Road (ORR) to inform its assessment of Network Rail's stakeholder engagement for year one of Control Period 6 (CP6). The research aims to:

- Enable ORR to have a clear understanding of stakeholders' perception of Network Rail.
- Assess how well Network Rail has engaged with stakeholders in specific areas, in particular on business planning and scorecards.
- Identify improvements in the way that Network Rail engage with its stakeholders.

## ***Sample and methodology***

Savanta ComRes surveyed 30 individuals who have had regular engagement with Network Rail at a relatively senior level through an online survey between 3<sup>rd</sup> June and 6<sup>th</sup> July 2020. Respondents answered a mix of open and closed questions on their engagement. An additional two responses were collected through telephone interviews.

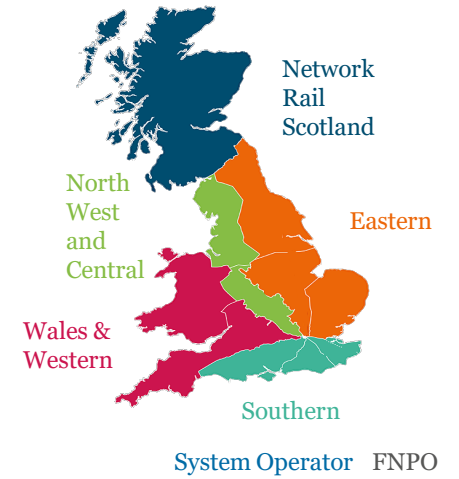
142 individuals were approached to take part in this research, with a response rate of 23%.

The findings from this fieldwork have been reported at an aggregate level (i.e. Network Rail-wide), as well as by individual business unit\* within Network Rail. Findings by business unit should be interpreted with particular caution, due to small base sizes. For this reason, we have focused primarily on the aggregated results across all business units.

*\*In this report, we use the term business unit to refer to Network Rail's five geographic regions, as well as the System Operator (SO) and Freight and National Passenger Operator (FNPO).*



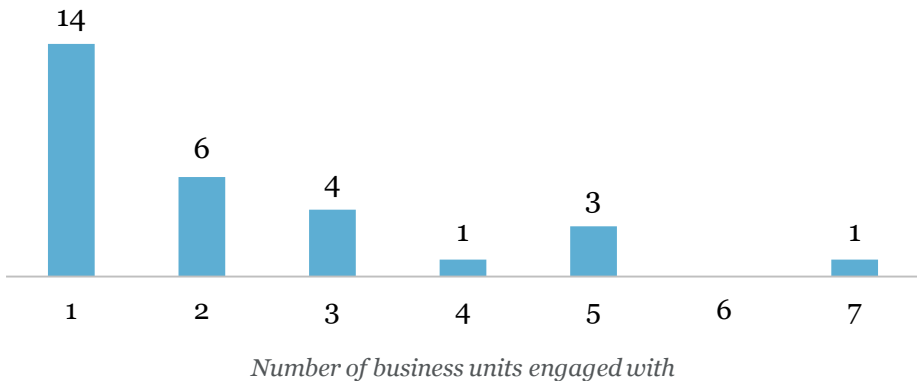
# The sample was spread across Network Rail's business units and across a variety of stakeholder types



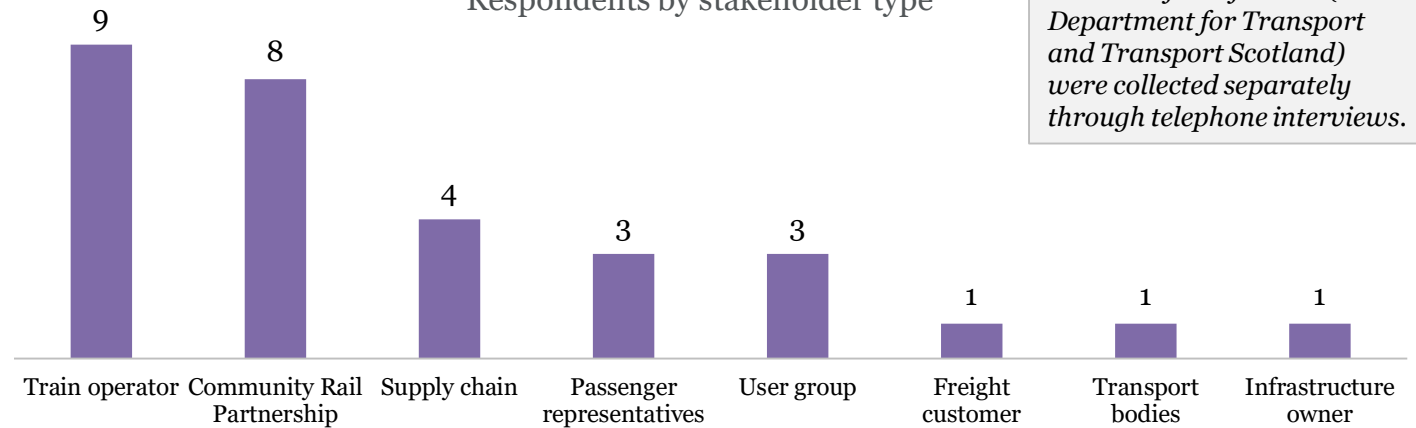
Respondents that interacted with each business unit during Year 1 of CP6



Number of business units respondents engaged with during Year 1 of CP6



Respondents by stakeholder type



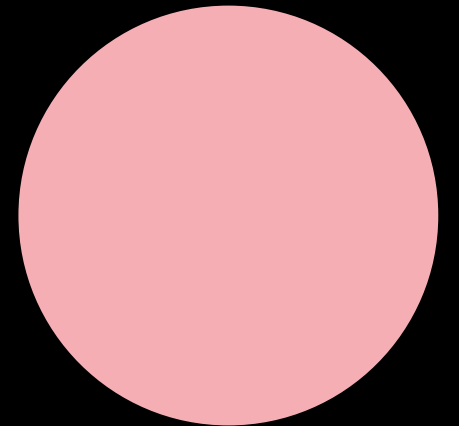
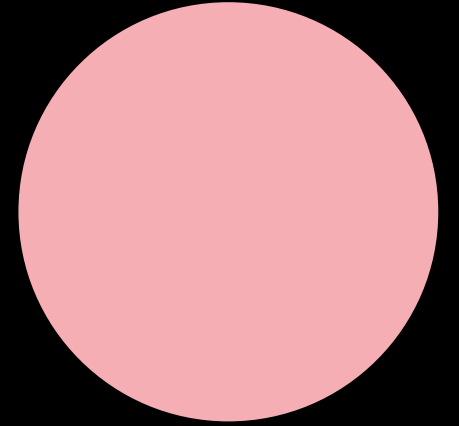
Feedback from funders (the Department for Transport and Transport Scotland) were collected separately through telephone interviews.

Q1. Which of Network Rail's business units have you interacted with over the course of the first year of Control Period 6 (i.e. from 1<sup>st</sup> April 2019 to the 31<sup>st</sup> March 2020)? If you engage with Network Rail primarily at route level, please select the business unit which sits above that route. Q2. Which of Network Rail's business units would you consider your primary point of contact with Network Rail? If you do not have one primary business unit, please select the unit where you feel able to give the most useful feedback. Base: All respondents (n=30)

# Some of the organisations that took part in the survey



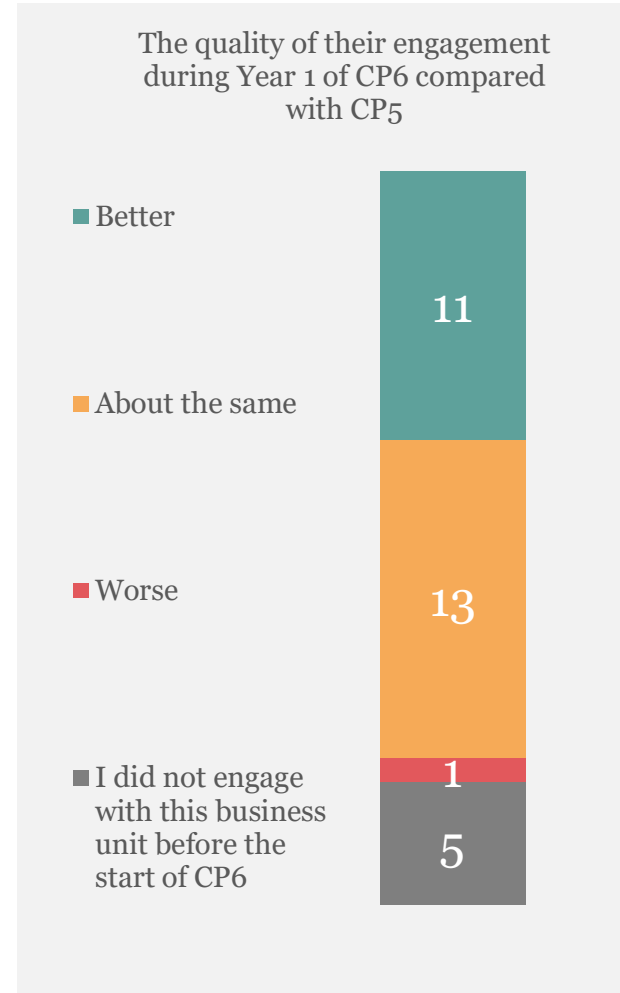
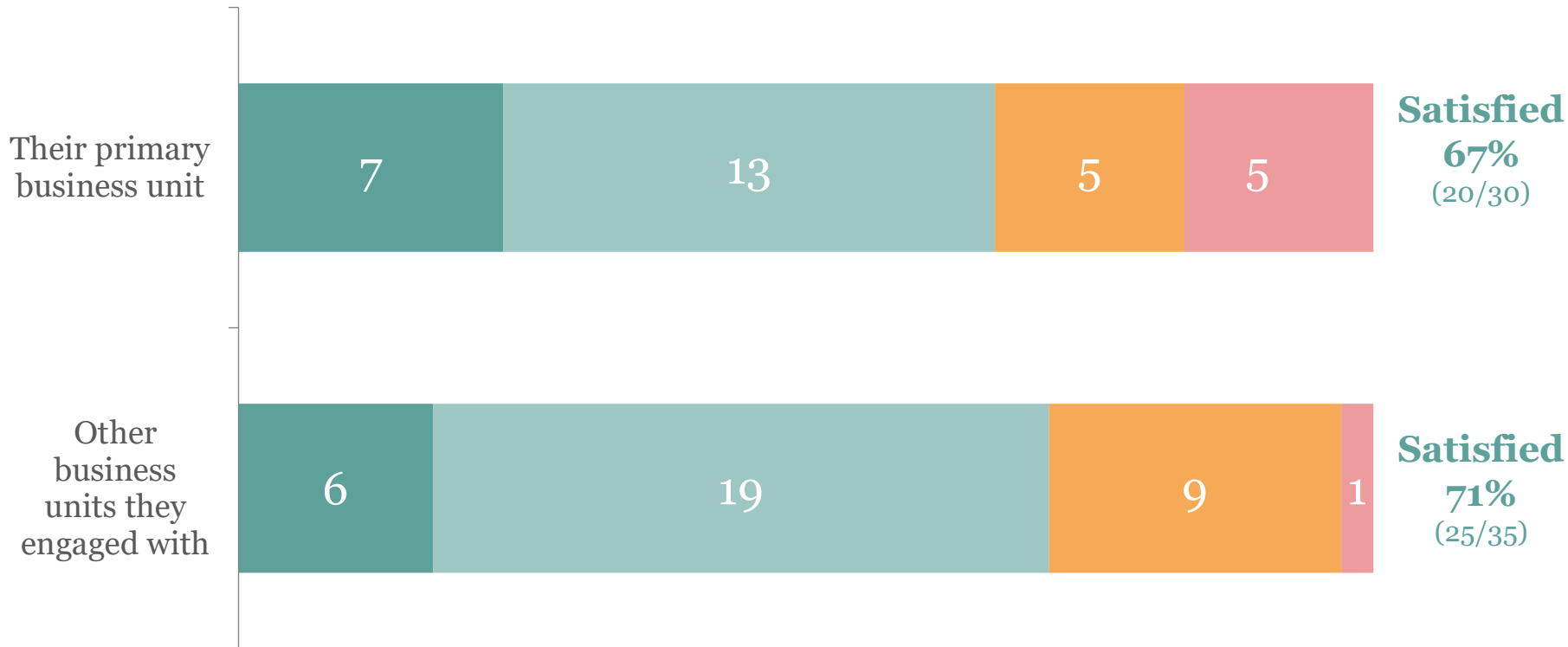
# General perceptions of stakeholder engagement



# The majority of stakeholders were satisfied with Network Rail's engagement during Year 1 of CP6, and mostly said it had improved or stayed the same compared with CP5

Satisfaction with Network Rail's engagement with their organisation during Year 1 of CP6

Very satisfied   Quite satisfied   Neither satisfied nor dissatisfied   Quite dissatisfied   Very dissatisfied   Don't know





# Stakeholders that were satisfied with their engagement with Network Rail praised the individuals they worked with, their communication and their work on specific projects

“ Colleagues at FNPO go out of their way to engage and I have found them to be consistently supportive of freight.  
**Rail Freight Group, Quite satisfied, FNPO**

“ I consider that their engagement has been helpful across a number of projects, most notably in relation to the development of proposals for service enhancements on the East London Line and the proposed upgrade to Battersea Park station.  
**Transport for London, Very satisfied, Southern**

“ MACS was pleased to be engaged in the ‘Railway for Everyone’ workshops and felt that Network Rail took on board the points raised. MACS has also participated in the Glasgow Queen Street Redevelopment Stakeholder Group. Network Rail ensured MACS can contribute views about proposed alterations to the station. They also supported production of a descriptive communication about the changes to the station enabling visually impaired people to better understand the alterations.  
**Mobility and Access Committee for Scotland (MACS), Quite satisfied, Network Rail Scotland**

“ They have been very proactive in explaining the devolution process and its potential effect on near term delivery. They have also been very open and transparent regarding opportunities and where they are in the system allowing our business to plan for the long term. They have also taken the time to engage with the supply chain and sought their input.  
**Volker Rail, Quite satisfied, North West and Central**

“ We have regular updates from them in relation to our line.  
**Anonymous, Quite satisfied, Wales & Western**

“ There is a lot of activity in the area, and this is well communicated, in terms of planned work.  
**London TravelWatch, Quite satisfied, Eastern**

“ Good engagement on Strategic Freight Network.  
**Anonymous, Very satisfied, FNPO**

“ We have regular liaison with North West and Central at a senior level, primarily with West Coast South. They listen to our concerns and take them seriously and are genuine in their willingness to work closely with us and resolve our issues.  
**Avanti West Coast, Quite satisfied, North West and Central**

“ We now have periodic business reporting meetings with Network Rail. They give us an opportunity that we haven't had before to get under the skin of some of what's going on within Network Rail, within its delivery and within its business planning. Network Rail have participated in them quite willingly even though they probably get a bit uncomfortable at times, and that is a big improvement to what we were seeing in CP5.  
**Department for Transport\***

“ Southern has been excellent in terms of engagement, with very good leadership from John Halsall and Sam Turner that has set the tone for the entire organisation. Supply chain engagement has been excellent, especially at the most senior level.  
**BAM Nuttall, Very satisfied, Southern**

9 Q4. You previously said you were very/quite satisfied with [BUSINESS UNIT]'s engagement during the first year of CP6. Why do you say this? Base: All respondents who were satisfied with their business unit's engagement (n=20) \*Department of Transport did not respond with respect to a specific business unit

## Some stakeholders that were less satisfied feel that they had been unable to build relationships with contacts at Network Rail and that engagement was often not focused towards their needs

“ One common theme is that it seems many positions and roles are constantly changing and once a contact is made, often the post holder moves role, or you never hear from them again and emails don't ever state where they have gone or who is now looking after things.

**Community Rail Norfolk, Neither satisfied nor dissatisfied, Eastern**

“ Community Rail processes are in no way stakeholder or community friendly. Timescales for document reviews and approvals are unreasonable lengths.

**Sevenside CRP, Quite dissatisfied, Wales & Western**

“ While the individuals have been proactive and supportive, their position within Network Rail leaves them at everyone's behest, and things don't get done and timescales are endless.

**Anonymous, Quite dissatisfied, FNPO**

“ In establishing the Route structure for the Eastern Region, Network Rail chose not to reflect the strong feedback provided by train operators. As yet, Eastern Region has still not been able to provide a rationalisation of what factors drove its decision making or how the chosen structure meets the needs of either its customers or of passengers.

**Grand Central Rail, Neither satisfied nor dissatisfied, Eastern**

“ [Engagement is] very Network Rail centric – it doesn't always consider the TOC needs.

**Anonymous, Neither satisfied nor dissatisfied, North West and Central**

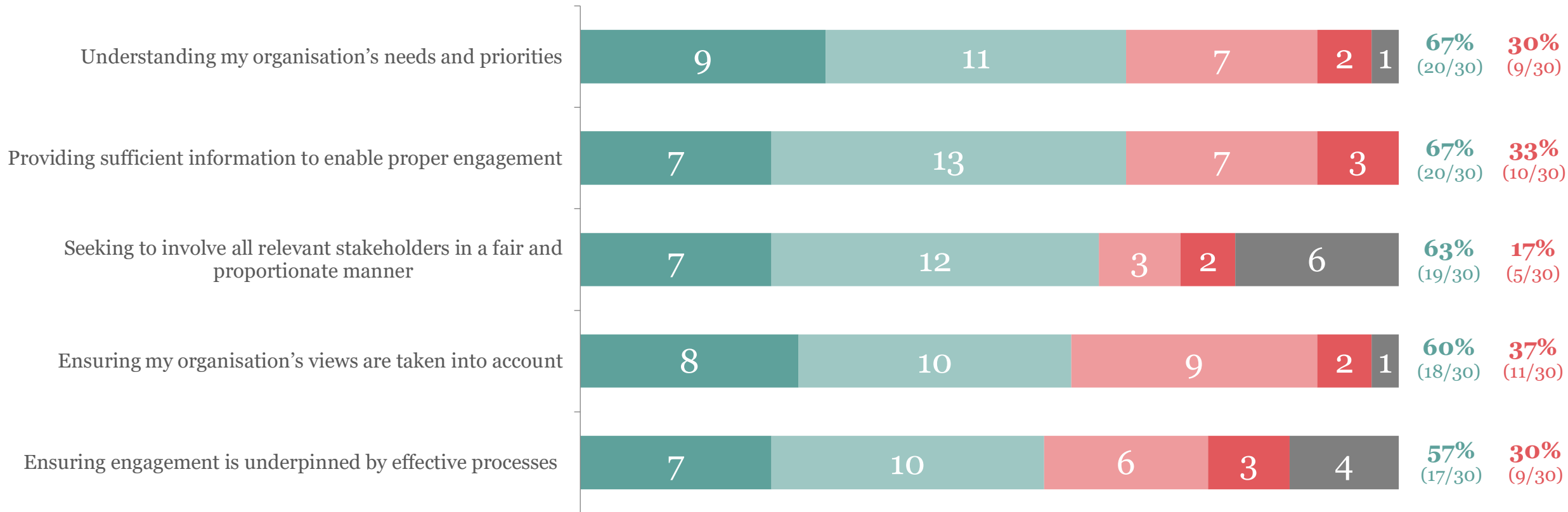
“ Despite constant efforts, the Partnership has been unable to establish a satisfactory dialogue with the community rail section of LNE (London North Eastern) with whom we are required to work...we have established a good and ongoing relationship, including regular quarterly meetings with the Operations part of LNE with Chris Gee, but some of our issues are not appropriate or relevant to Operations. We understand that other Partnerships have similar problems.

**Esk Valley Railway Development Company, Quite dissatisfied, Eastern**

# While most stakeholders rated specific aspects of Network Rail's engagement as good, a significant proportion rated these aspects as poor

Rating their primary business unit's engagement on various criteria

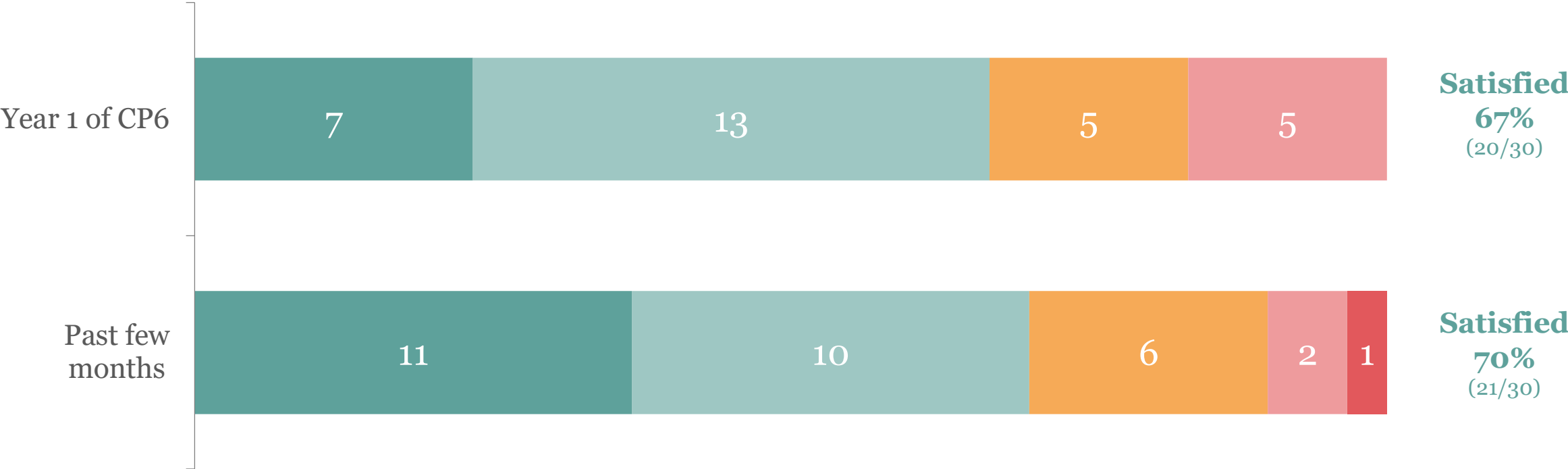
Very good Fairly good Fairly poor Very poor Don't know



# Focusing on the past few months, especially on issues relating to Covid-19, the majority of stakeholders remained satisfied with Network Rail’s engagement

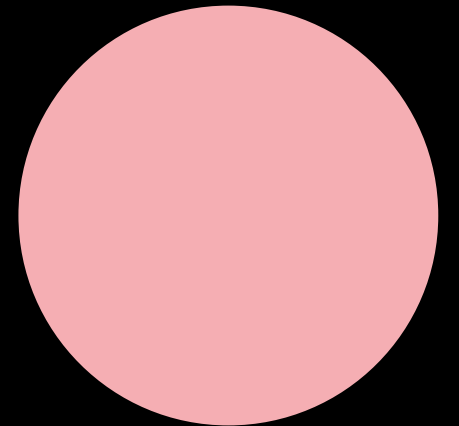
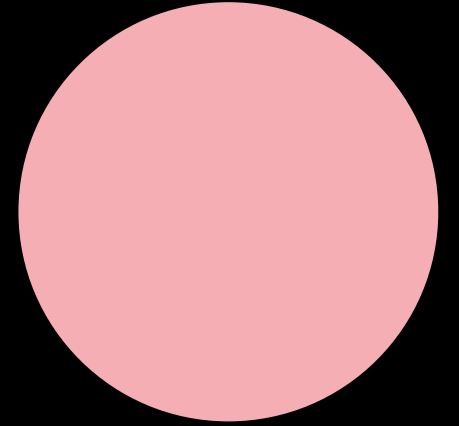
Satisfaction with their primary business unit’s engagement with their organisation

■ Very satisfied  
 ■ Quite satisfied  
 ■ Neither satisfied nor dissatisfied  
 ■ Quite dissatisfied  
 ■ Very dissatisfied  
 ■ Don't know



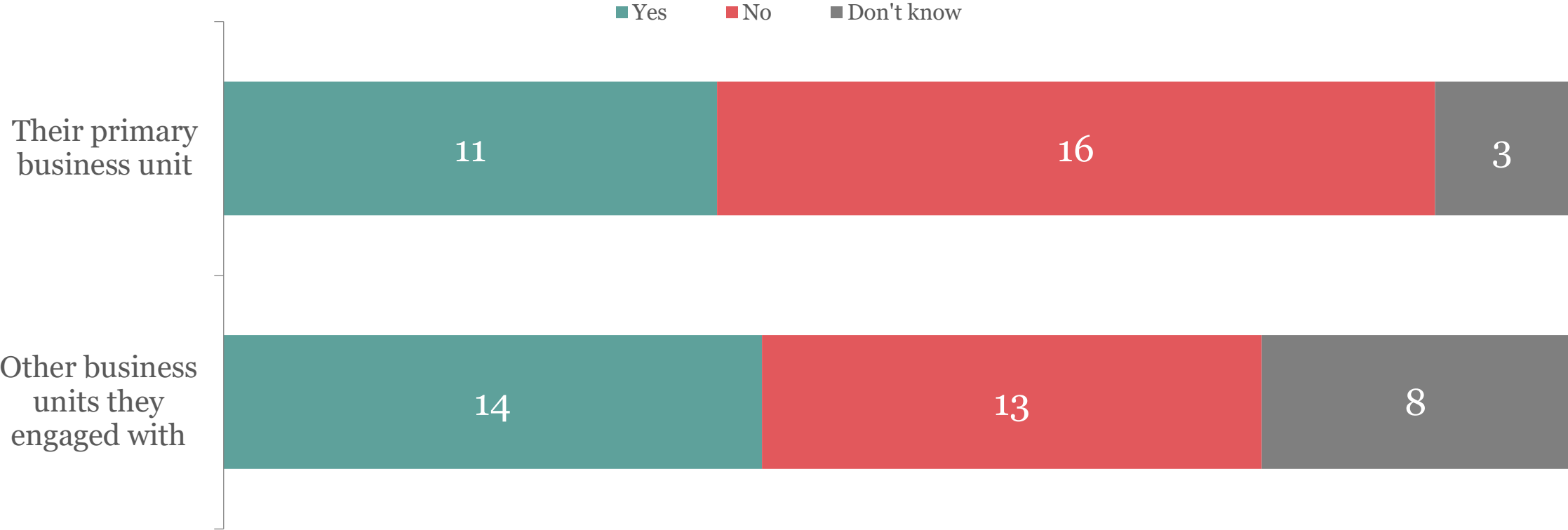
12 Q3. Thinking about the first year of CP6, how satisfied or dissatisfied would you say you were with [BUSINESS UNIT]’s engagement with your organisation? Q8. Thinking now about the past few months, how satisfied or dissatisfied would you say you are with [BUSINESS UNIT]’s engagement with your organisation, especially on issues relating to Covid-19? Base: All respondents (n=30)

# Engagement on annual business planning



# A significant proportion of stakeholders said they did not engage with their primary business unit on annual business planning during Year 1 of CP6

Engagement with Network Rail during Year 1 of CP6 with respect to any aspects of its annual business planning



## Where Network Rail did engage with their stakeholders, discussions covered performance targets, long-term strategy and major works

“ They shared their proposed work bank under our Lot 2 Framework and provided visibility of their longer-term enhancements portfolio of projects.  
**Anonymous, Network Rail Scotland**

“ Alliance targets including milestones, performance improvement.  
**Great Western Railway, Wales & Western**

“ Planned work on listed buildings and structures - mainly through the Route Access Managers (RAMs).  
**Railway Heritage Trust, Eastern**

“ Strategic Freight Network, Trans-Pennine Route Upgrade, Gauge clearance.  
**Anonymous, FNPO**

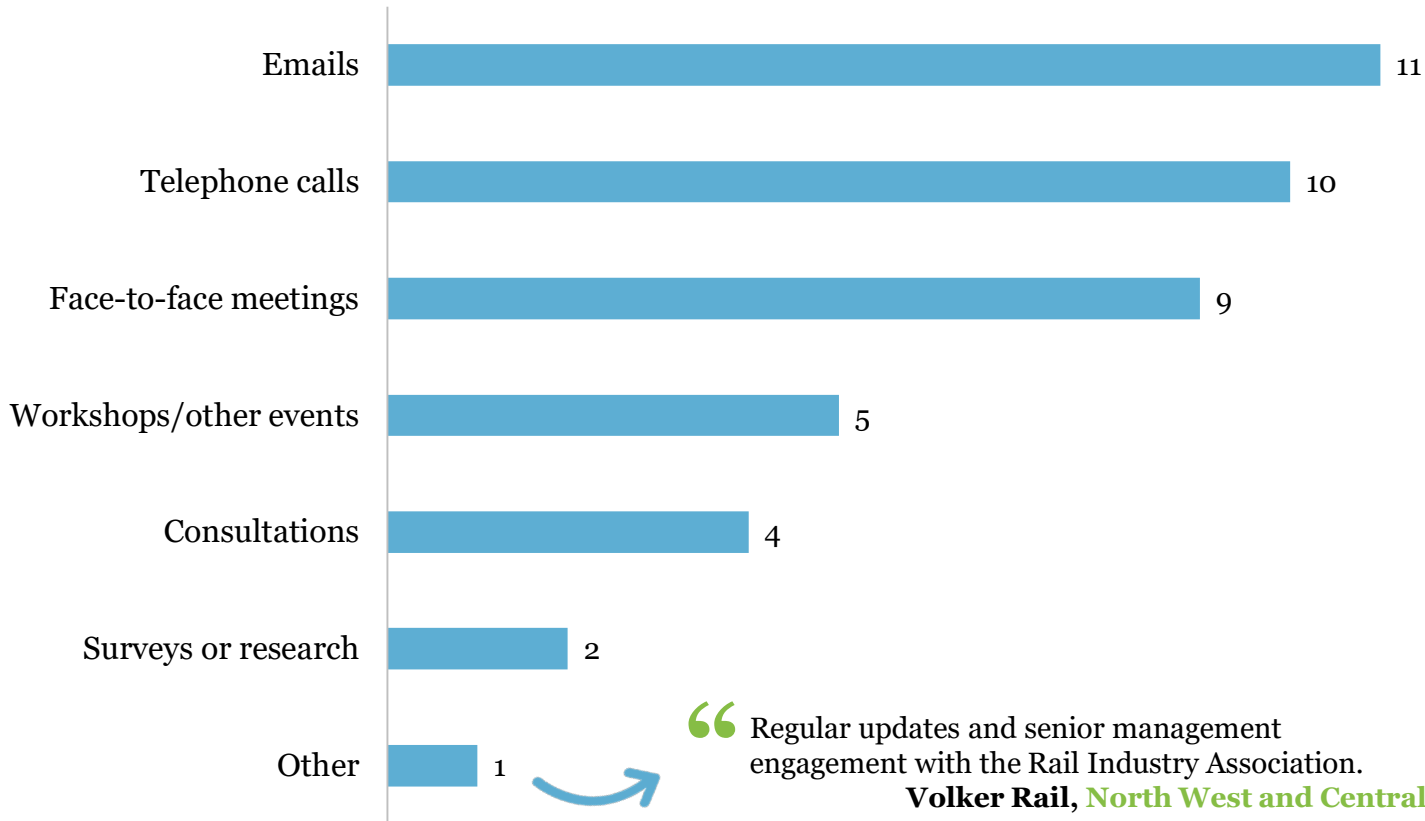
“ Performance strategy, including infrastructure reliability improvement.  
**Avanti West Coast, North West and Central**

“ Engineering works and future projects, especially seeking to add enhancements to planned work.  
**Devon & Cornwall Rail Partnership, Wales & Western**

“ Southern’s business plan for the remainder of the CP6 delivery.  
**BAM Nuttall, Southern**

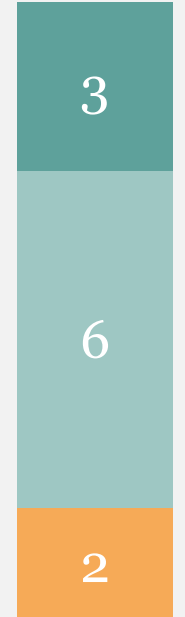
# Nearly all stakeholders who engaged on annual business planning were contacted through emails, telephone calls and face-to-face meetings, and were mostly satisfied with the methods of engagement used

Methods Network Rail used to seek the views of stakeholders on annual business planning



Satisfaction with the methods of engagement used during annual business planning

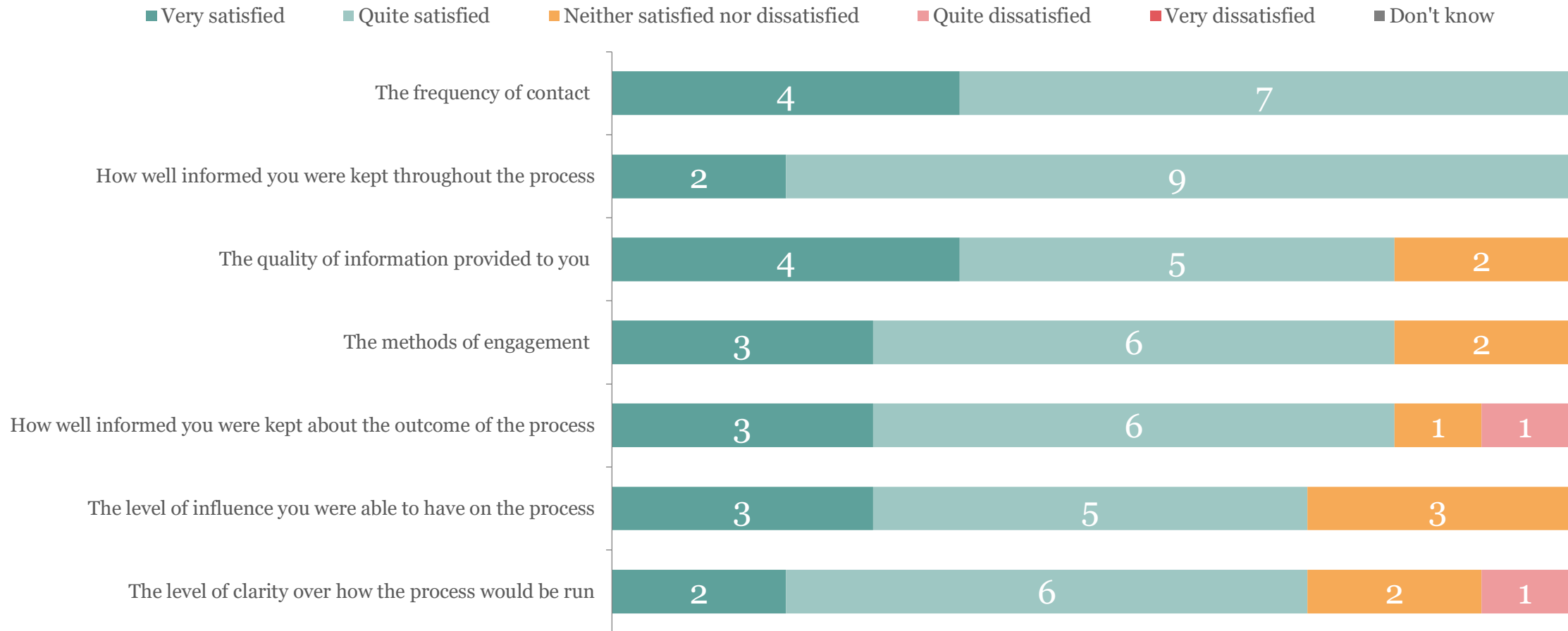
- Very satisfied
- Quite satisfied
- Neither satisfied nor dissatisfied
- Quite dissatisfied
- Very dissatisfied
- Don't know





# Stakeholders were generally satisfied with other aspects of the business planning process

Satisfaction with Network Rail's engagement on its annual business planning



Q13. How satisfied or dissatisfied would you say you were with the following aspects of [BUSINESS UNIT]'s engagement with you on its annual business planning? Base: All respondents who engaged with a business unit on annual business planning (n=11\*) \*Due to small base sizes, these results should be treated as indicative only

## While stakeholders praised the way Network Rail shared information, sought their views and kept them informed, some felt the process could have started earlier

“ I believe that it shared and sought input to all elements of their plan. They listened to our requests and were honest when our aspirations for our business could not necessarily be met by their plan. This level of honesty and transparency is essential for us to understand as we develop our long-term plans. They were also keen to understand how we, the supply chain, could contribute to the approach of putting the passenger (and freight) first.

**Volker Rail, North West and Central**

“ Best practice, and better engagement than [I have] ever experienced before.

**BAM Nuttall, Southern**

“ One helpful thing we moved towards was having a single point of contact with Network Rail. I also think transparency on where they've been in the process and how they've been getting on has been pretty good.

**Department for Transport**

“ The main issue was mainly Network Rail understanding the length of time that it takes for internal DfT clearances and having that built into their business planning process a bit more robustly than it currently is. We've seen evidence of them listening to some of our feedback, they've engaged far earlier but it's important to do that engagement piece even earlier than they did previously.

**Department for Transport**

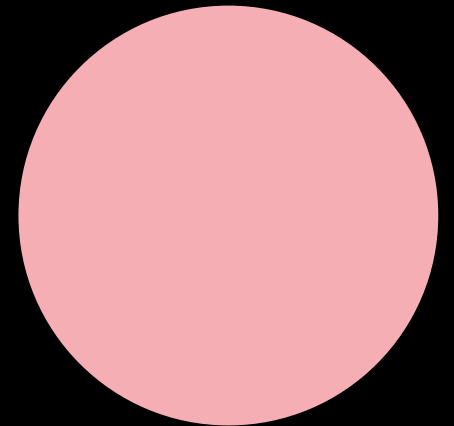
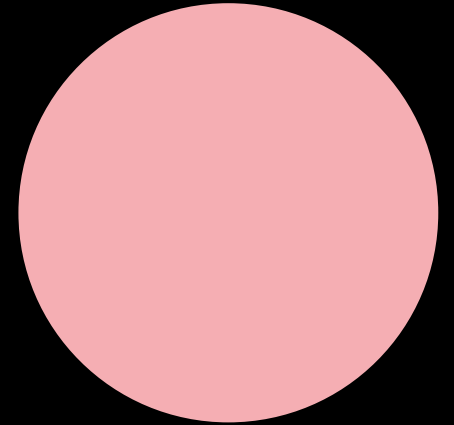
“ This [business planning process] needs to be timely and completed in advance of the year commencing. It felt quite last-minute this year.

**Avanti West Coast, North West and Central**

“ Further engagement with the Framework Contractors- Group at an early stage to help accelerate the delivery of key Enhancement schemes in light of the Coronavirus crisis would help the business sector and wider economy.

**Anonymous, Network Rail Scotland**

# Scorecard Engagement\*



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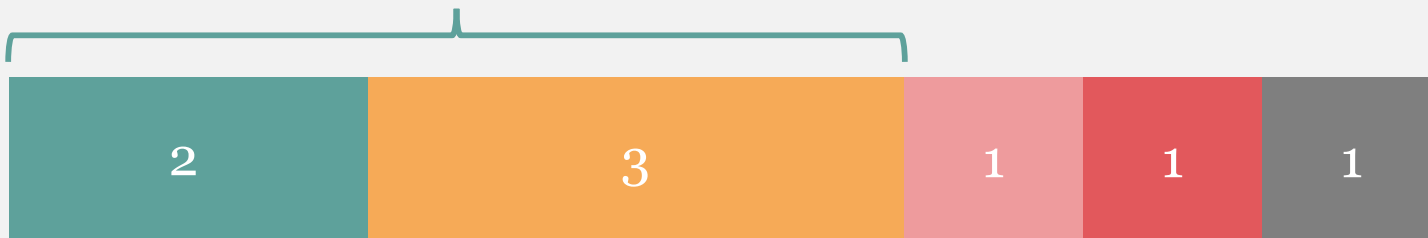
\*Due to small base sizes, these results should be interpreted with particular caution

# Train operators were divided on the usefulness of discussions with Network Rail about its performance against Year 1 scorecard targets

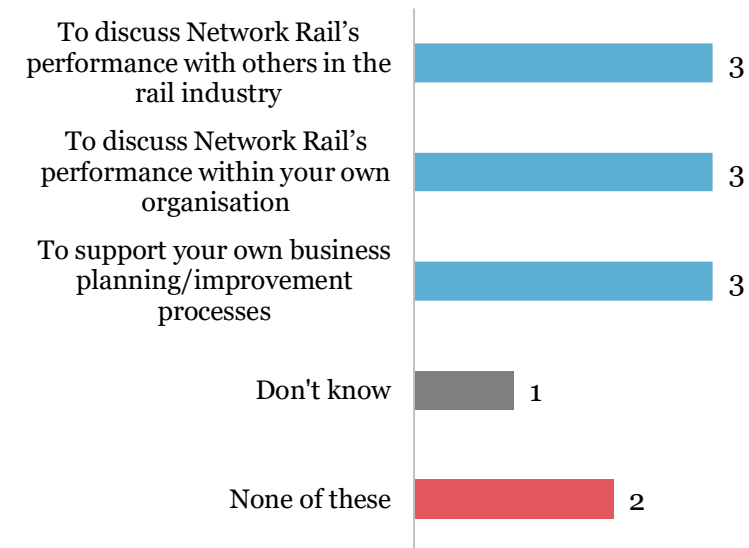
Discussions with primary business unit about performance against scorecard targets

- Yes, and these discussions were useful
- Yes, but these discussions were not useful
- No, but this would have been useful
- No, and this would not have been useful
- Don't know

Discussions took place: 5



How stakeholders used Network Rail scorecards during Year 1 of CP6



“ It felt as though some of the metrics were glossed over a little, or paid lip-service. I can recall an occasion in the autumn when PPM (Public Performance Measure) was at its worst level for us in 15 years, and the PPM result was given a cursory mention on the scorecard - it felt like a token.

**Avanti West Coast, North West and Central**

“ Unprecedented situation with the pandemic.  
**Anonymous, Eastern**

“ While we discussed the scorecards and the results being delivered, it was evident that the scorecards are not effectively deployed into the region as a means to drive action. Detailed probing was always needed to secure even a high-level picture as to why the results were trending as they were, and it has not been possible to secure a picture as to what is being done to change trends.

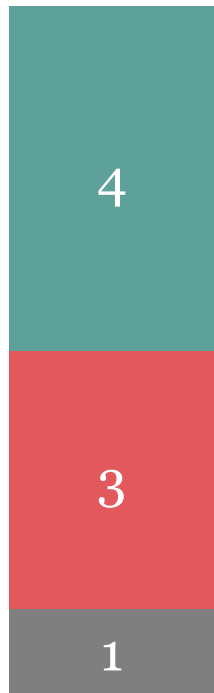
**Grand Central Rail, Eastern**

Q15. Thinking firstly about the scorecards that have been in place for the first year of CP6, have you held discussions with [BUSINESS UNIT] about its performance against these scorecard targets? Q18. Has your organisation used Network Rail's scorecards in any other ways during year 1 of CP6? Base: All train operators who could engage on scorecards (n=8\*). Q16. Can you explain why these discussions were not useful? Base: All respondents who said discussions about performance against scorecard targets were not useful (n=3\*) \*Due to small base sizes, these results should be treated as indicative only

# Stakeholders' experience of developing and agreeing scorecards for year 2 of CP6 was also mixed

Held discussions during Year 1 of CP6 to determine scorecard measures and targets for Year 2 of CP6

■ Don't know ■ No ■ Yes



## Additional feedback on developing and agreeing scorecards

“ Weighting of scorecards needs to be given more thought so that it influences the appropriate attention within Network Rail.  
**Avanti West Coast, North West and Central**

“ Southern led the process across all routes. In some areas this was a little last minute and fraught and there wasn't perfect alignment between the original 'best ever' ambition and the reality of agreed targets.  
**Arriva Rail London, Southern**

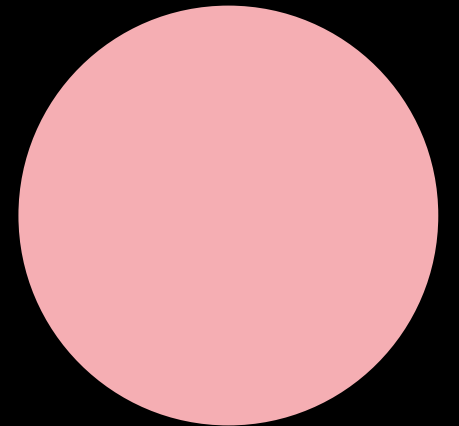
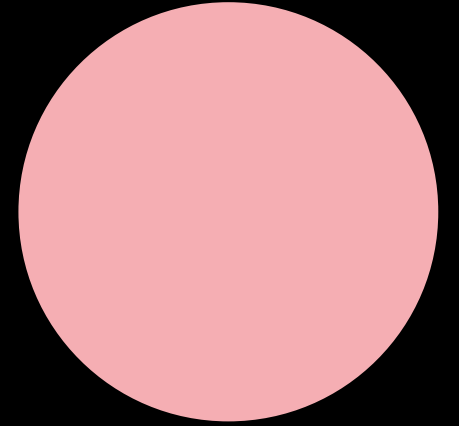
“ In the wake of the pandemic I think it would be tempting to abandon previous CP6 targets. We should consider how we put in place a recovery plan and monitor this against original aspirations.  
**Great Western Railway, Wales & Western**

“ I appreciated Network Rail taking the time to talk us through it, being really clear about what the scorecard did but what it didn't do. Engagement on that has definitely improved recently and the commentary around the metrics in those scorecards has definitely improved as well. The level of detail on operational performance targeting is far more detailed than in previous years. However, they recently went through a process of changing the presentation of the scorecards. The manner in which that was conducted was not ideal. It was being very heavily led by comms people within Network Rail, and we had a real worry that some of the metrics were going to be either cut or merged. As it was, the exercise ended up okay, though we did have to stamp our feet a few times.

**Department for Transport**

21 Q19\_1. Have you engaged with [BUSINESS UNIT] during the first year of CP6 to determine the scorecard measures and targets for year 2 of CP6? Base: All train operators who could engage on scorecards (n=8\*). Q20. Do you have any further feedback about the scorecard development and agreement process, thinking in particular about what you would improve or like Network Rail to do differently for this coming year? Base: All train operators who could engage on scorecards (n=8\*) \*Due to small base sizes, these results should be treated as indicative only

# Improvements for Year 2 of CP6



# Moving forward, stakeholders would like to see more formalised engagement with Network Rail

“ As a bare minimum we would like to see a Network Rail contact once during the year for a discussion of our respective plans and activities and a commitment to dialogue as the occasion requires.

**Community Rail Partnership, Eastern**

“ I would like to see improved engagement across the structure of our organisations, not just as a senior level. We need a structure that encourages local delivery functions to be knowledgeable of their interface between the two organisations and know what they need to do together to run a safe, reliable, punctual railway. This should include a clear process for delegation of objectives, priorities and focus, and escalation for guidance or resolution. I think this approach would make us altogether more effective.

**Avanti West Coast , North West and Central**

“ To help get the key messages that we hear at senior levels cascaded through to the Network Rail teams that we work with on the ground, and to have more consistency in approach between Works Delivery and Capital Delivery.

**Osborne, Southern**

“ It would be helpful if Network Rail could engage with DPTAC more frequently and effectively on issues relating to disability and rail travel.

**Disabled Passengers Transport Advisory Committee (DPTAC)**

“ There needs to be some reflection on how issues relevant to the operator away from its ‘home’ region are managed on its behalf. It can feel like dealing with another country when you cross a regional boundary and need assistance with your services.

**Great Western Railway, Wales & Western**

“ Look to simplify processes to make it easier for Community Rail Partnerships to work with Network Rail.

**Community Rail Lancashire, North West and Central**

“ Eastern needs to urgently review how it engages with the Community Rail Partnerships on its patch. Discussion with CRP Chairmen in other parts of the country suggest that engagement is much better elsewhere.

**Esk Valley Railway Development Company, Eastern**

“ It would be helpful to have formal email updates around how Network Rail is engaging with Community Rail Partnerships and to understand the national picture around how Network Rail are engaging communities at this time. There has been no formal update relating to risks around volunteering on Network Rail licensed schemes at this time and this would be most welcome.

**Sevenside CRP, Wales & Western**

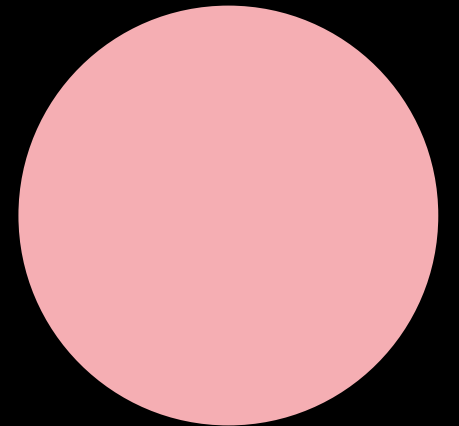
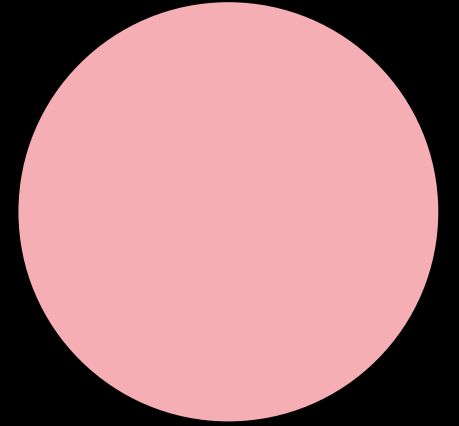
“ I believe the FNPO need to engage strategically with the end users and customers of Rail Freight. The challenges for the future are to ensure that the capacity for longer heavier trains that the reduced timetable has facilitated is retained and that the future capacity is secured.

**Anonymous, FNPO**

“ MACS would welcome proactive engagement from Network Rail going forward so that disabled people can be involved from the outset in any plans or service changes that will have an impact on them. MACS would specifically welcome clarity about any changes to assistance staff are able to offer to disabled people in the context of Covid-19.

**Mobility and Access Committee for Scotland (MACS), Network Rail Scotland**

# Findings by Network Rail business unit\*



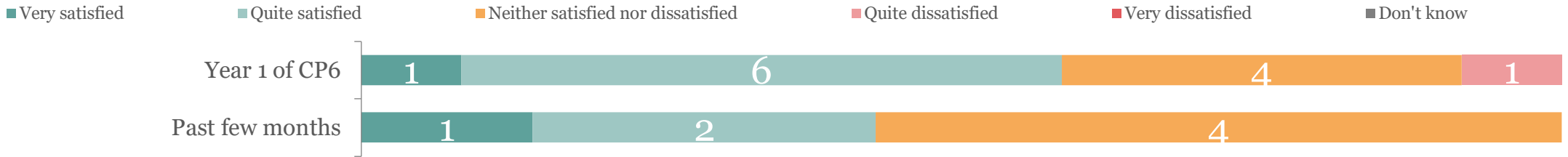
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\*Due to small base sizes, these results should be interpreted with particular caution



# Eastern

Satisfaction with Eastern’s engagement with their organisation



## Reasons for level of satisfaction with Eastern

“ Despite constant efforts, the Partnership has been unable to establish a satisfactory dialogue with the community rail section of London North Eastern.....we have established a good and ongoing relationship, including regular quarterly meetings with the Operations part of London North Eastern with Chris Gee, but some of our issues are not relevant to Operations. We understand that other Partnerships have similar problems.

**Esk Valley Railway Development Company,**  
Quite dissatisfied

“ There is a lot of activity in the area, and this is well communicated, in terms of planned work. I think the region can be more proactive in setting out its long term plans.

**London TravelWatch, Quite satisfied**

“ Over the past five years we have made several really helpful contacts across areas including specific projects, property, safety and more local permanent way and signalling teams. One common theme is that it seems many positions and roles are constantly changing and once a contact is made, often the post holder moves role, or you never hear from them again and emails don’t ever state where they have gone or who is now looking after things.

**Community Rail Norfolk, Neither satisfied nor dissatisfied**

“ In establishing the Route structure for the Eastern Region, Network Rail chose not to reflect the strong feedback provided by train operators. As yet, Eastern Region has still not been able to provide a rationalisation of what factors drove its decision making or how the chosen structure meets the needs of either its customers or of passengers.

**Grand Central Rail, Neither satisfied nor dissatisfied**

“ Overall engagement has been good, but changes at RAM (Route Access Manager) level have made it difficult to maintain contacts on the former London North Eastern Routes at times. [This is] now resolved.

**Railway Heritage Trust, Quite satisfied**

Q3. Thinking about the first year of CP6, how satisfied or dissatisfied would you say you were with Eastern’s engagement with your organisation? Base: All respondents who engaged with Eastern (n=12) Q8. Thinking now about the past few months, how satisfied or dissatisfied would you say you are with Eastern’s engagement with your organisation, especially on issues relating to Covid-19? Q4. You previously said you were [answer from Q3] with Eastern’s engagement during the first year of CP6. Why do you say this? Base: All respondents who consider Eastern to be their primary point of contact with Network Rail (n=7)

# Eastern

## What Eastern can do to improve in Year 2 of CP6

“ We have complained for several years about London North Eastern’s lack of engagement with Community Rail Partnerships, both directly and this year through the Community Rail Network at our Annual Accreditation meeting, and we understand that it was taken up immediately but there has been no contact since. Eastern needs to urgently review how it engages with the Community Rail Partnerships (CRPs) on its patch. Discussion with CRP Chairmen in other parts of the country suggest that engagement is much better elsewhere.

**Esk Valley Railway Development Company**

“ Being proactive and demonstrating how passengers will benefit from changes, or how their journeys will be impacted by improvement works.

**London TravelWatch**

“ It is essential that Eastern Region go beyond seeking to understand our needs as a customer and to start to act on that knowledge in a positive way.

**Grand Central Rail**

“ There has been a noticeable improvement in the Region’s involvement in recent months as new people and posts settle down.

**Railway Heritage Trust**

“ Although historically engagement is difficult, one shining positive example was the work done with the Norwich, Yarmouth, Lowestoft modernisation project wherein we did a host of joint activity with the public, stakeholders and station adopter groups. We hope this will become a model for community engagement moving forward.

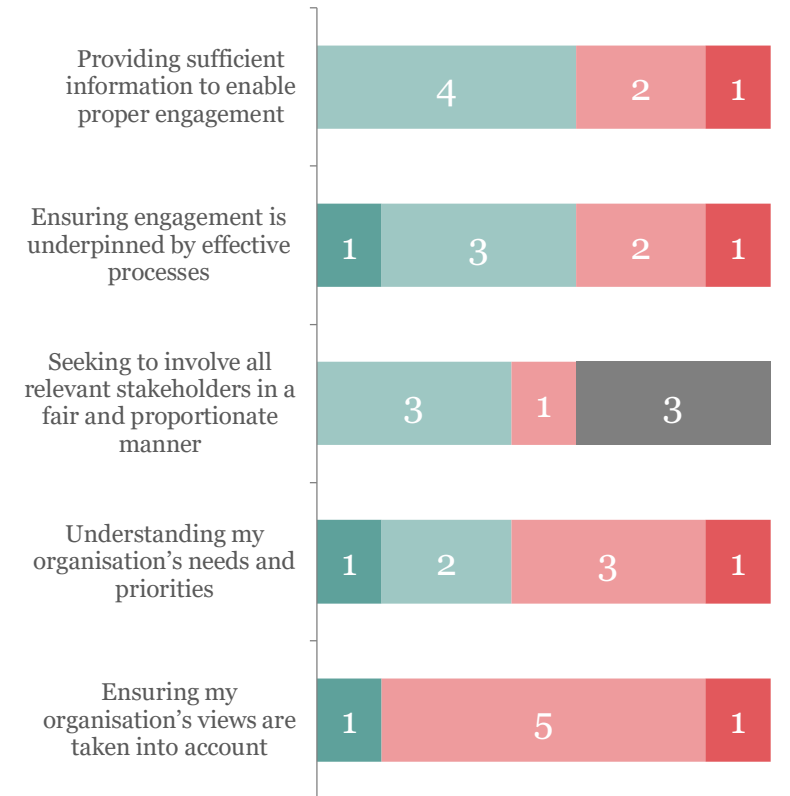
**Community Rail Norfolk**

“ Our activities on stations are limited to publicly accessible areas that are within the leased area. When there are issues away from the leased area, we have no reliable mechanism for notifying these issues. At a more strategic level, we are keen for Network Rail to be aware of our activities and plans and we welcome input from it. This has been hard to arrange. At two accreditation meetings, we have been criticised for lack of Network Rail involvement, although Community Rail Network has acknowledged that few Community Rail Partnerships have achieved this. As a bare minimum we would like to see a Network Rail contact once during the year for a discussion of our respective plans and activities and a commitment to dialogue as the occasion requires.

**Community Rail Partnership**

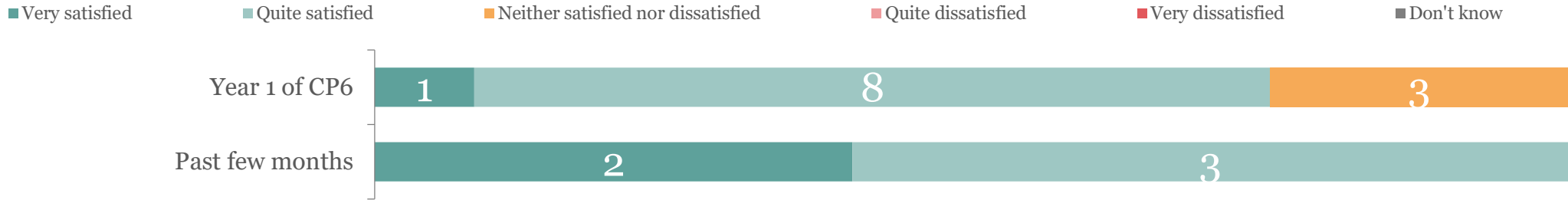
## Rating Eastern’s engagement on various criteria

■ Very good ■ Fairly good ■ Fairly poor ■ Very poor ■ Don't know



# North West and Central

Satisfaction with North West and Central's engagement with their organisation



## Reasons for level of satisfaction with North West and Central (NW&C)

“ They have been very proactive in explaining the devolution process and its potential effect on near term delivery. They have also been very open and transparent regarding opportunities and where they are in the system allowing our busines to plan for the long term. They have also taken the time to engage with the supply chain and sought their input.  
**Volker Rail, Quite satisfied**

“ We have regular liaison with NW&C at a senior level, primarily with West Coast South. They listen to our concerns and take them seriously and are genuine in their willingness to work closely with us and resolve our issues. What prevents a ‘very satisfied’ score is that the other routes are under-represented in our liaison with NW&C, even though we have more hard-hitting performance incidents on the North West patch. Nevertheless, the NW Route Director is always contactable, and I find him to be very obliging, but it’s lacking in the formal interaction that is sometimes required.  
**Avanti West Coast, Quite satisfied**

“ Good level of engagement with the Community Rail Team.  
**Marston Vale CRP, Quite satisfied**

“ [Engagement is] very Network Rail centric – it doesn’t always consider the TOC (train operating company) needs.  
**Anonymous, Neither satisfied nor dissatisfied**

Q3. Thinking about the first year of CP6, how satisfied or dissatisfied would you say you were with North West and Central's engagement with your organisation? Base: All respondents who engaged with North West and Central (n=12) Q8. Thinking now about the past few months, how satisfied or dissatisfied would you say you are with North West and Central's engagement with your organisation, especially on issues relating to Covid-19? Q4. You previously said you were [answer from Q3] with North West and Central's engagement during the first year of CP6. Why do you say this? Base: All respondents who consider North West and Central to be their primary point of contact with Network Rail (n=5)

# North West and Central

## What North West and Central can do to improve in Year 2 of CP6

“ Really put passenger priorities first. Be output driven rather than input driven.

**Anonymous**

“ Look to simplify processes to make it easier for Community Rail Partnerships to work with Network Rail.

**Community Rail Lancashire**

“ A Community Rail webinar would be useful as the usual conference is not able to take place. We would also welcome a dedicated point of contact at Network Rail in respect of the Ridgmont Station Heritage Centre.

**Marston Vale CRP**

“ Early engagement is essential to allow for the capture of cross-industry best practice and allow for business planning, recruitment, training and investment. NW&C are very proactive in this area and I hope they continue to maintain this high level of engagement.

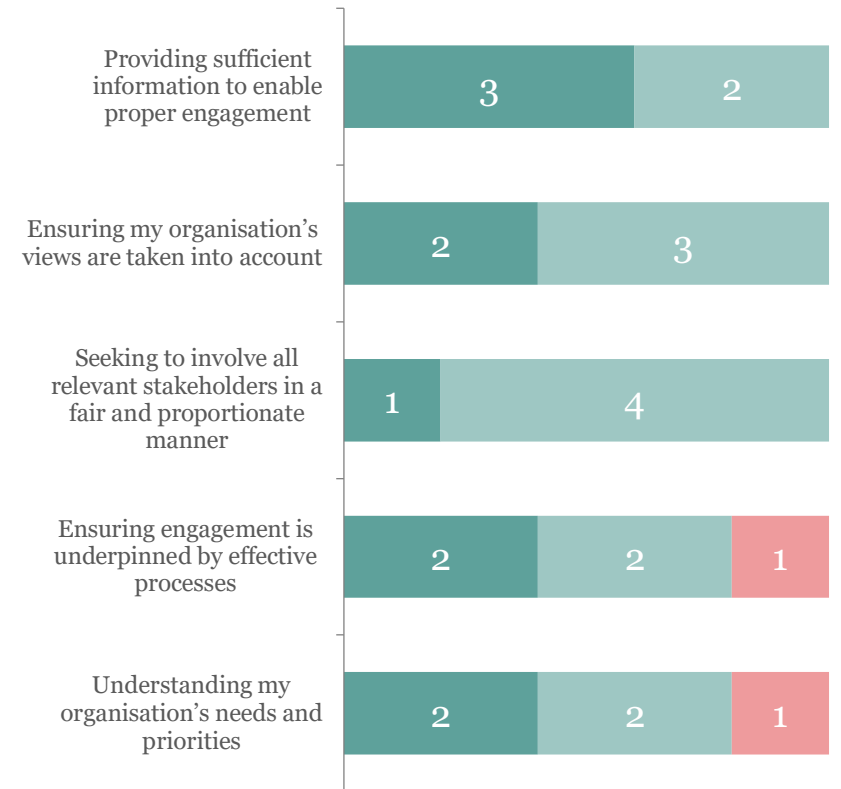
**Volker Rail**

“ I would like to see improved engagement across the structure of our organisations, not just at a senior level. We need a structure that encourages local delivery functions to be knowledgeable of their interface between the two organisations and know what they need to do together to run a safe, reliable, punctual railway. This should include a clear process for delegation of objectives, priorities and focus, and escalation for guidance or resolution. I think this approach would make us altogether more effective.

**Avanti West Coast**

Rating North West and Central's engagement on various criteria

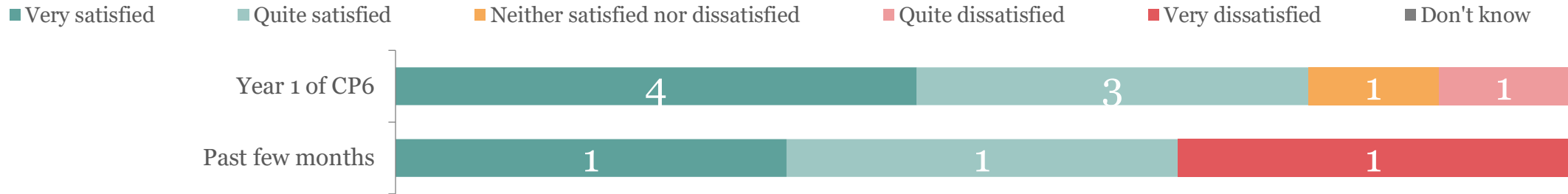
■ Very good ■ Fairly good ■ Fairly poor ■ Very poor ■ Don't know



28 Q6. How would you rate North West and Central's engagement on each of the following criteria? Q9. Thinking ahead to the remainder of year 2 of CP6, what can North West and Central do differently to improve its engagement with you? We are interested in your views on its general approach to engagement, and / or its specific engagement in relation to the ongoing challenges arising from Covid-19. Base: All respondents who consider North West and Central to be their primary point of contact with Network Rail (n=5)

# Network Rail Scotland

## Satisfaction with Network Rail Scotland's engagement with their organisation



## Reasons for level of satisfaction with Network Rail Scotland

“ MACS was pleased to be engaged in the ‘Railway for Everyone’ workshops and felt that Network Rail took on board the points raised. MACS has also participated in the Glasgow Queen Street Redevelopment Stakeholder Group. Network Rail ensured MACS can contribute views about proposed alterations to the station. They also supported production of a descriptive communication about the changes to the station enabling visually impaired people to better understand the alterations. That said these meetings appeared to focus on decisions that had already been taken with stakeholders able to propose revisions if needed rather than them being involved from the outset. Meetings also involved complex information presented as diagrams which has not been the best way to engage with disabled people, especially given the MACS representative involved is blind.

**Mobility and Access Committee for Scotland (MACS), Quite satisfied**

“ Clear and regular communication.  
**Anonymous, Very satisfied**

29 Q3. Thinking about the first year of CP6, how satisfied or dissatisfied would you say you were with Scotland's Railway's engagement with your organisation? Base: All respondents who engaged with Scotland's Railway (n=8)  
 Q8. Thinking now about the past few months, how satisfied or dissatisfied would you say you are with Scotland's Railway's engagement with your organisation, especially on issues relating to Covid-19? Q4. You previously said you were [answer from Q3] with Scotland's Railway's engagement during the first year of CP6. Why do you say this? Base: All respondents who consider Scotland's Railway to be their primary point of contact with Network Rail (n=3)

# Network Rail Scotland

## What Network Rail Scotland can do to improve in Year 2 of CP6

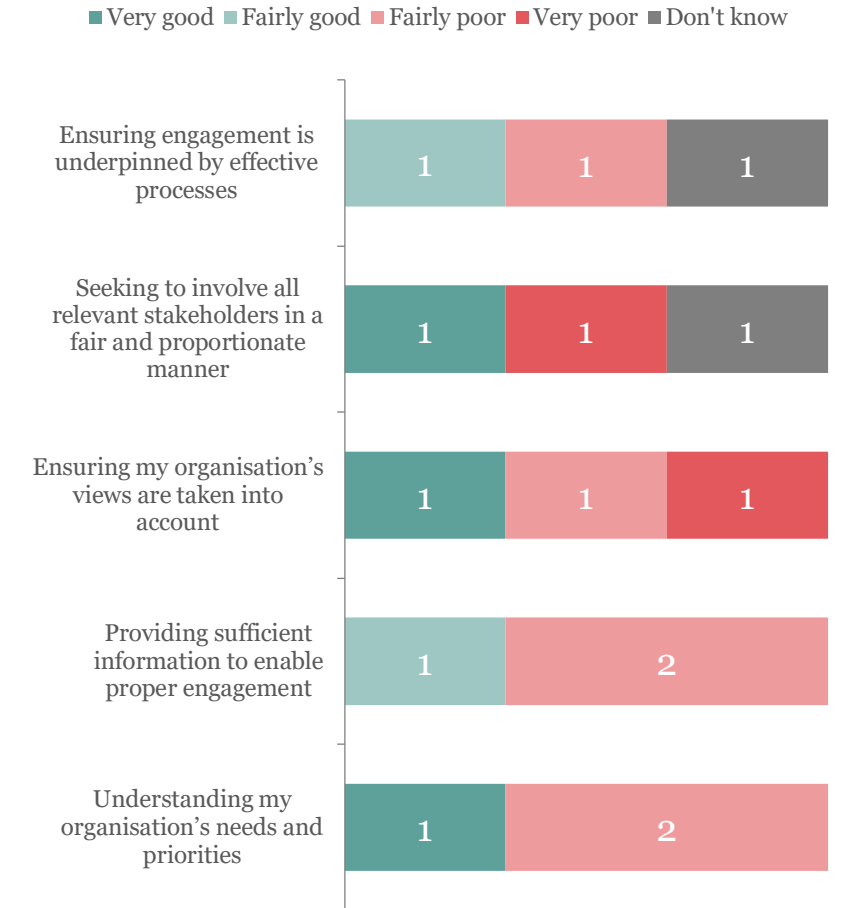
“ MACS would welcome proactive engagement from Network Rail going forward so that disabled people can be involved from the outset in any plans or service changes that will have an impact on them. This is particularly important in the context of Covid-19. MACS is disappointed there has been no engagement from Network Rail in the past few months. This is concerning given the significant changes in practice that are anticipated to arise in response to Covid-19. Disabled people are anxious about potential changes to obtaining assistance provided by Network Rail staff at stations Network Rail manage in Scotland. MACS would specifically welcome clarity about any changes to assistance staff are able to offer to disabled people in the context of Covid-19.

**Mobility and Access Committee for Scotland (MACS)**

“ Engagement has been very good in the enhancements / renewals side of Network Rail, but less evident on the route maintenance side where we would welcome better long-term visibility of tender opportunities.

**Anonymous**

Rating Network Rail Scotland’s engagement on various criteria



# Southern

## Satisfaction with Southern’s engagement with their organisation



## Reasons for level of satisfaction with Southern

“ They have done quite a good job of taking over the lead relationship with Arriva Rail London. Pace of recruitment to key roles could have been faster and the overall engagement of the Southern Region RDs could be stronger.  
**Arriva Rail London, Quite satisfied**

“ Southern has been excellent in terms of engagement, with very good leadership from John Halsall and Sam Turner that has set the tone for the entire organisation. Supply chain engagement has been excellent, especially at the most senior level.  
**BAM Nuttall, Very satisfied**

“ We have strong levels of engagement with the Southern Region senior team.  
**Osborne, Very satisfied**

“ I consider that their engagement has been helpful across a number of projects, most notably in relation to the development of proposals for service enhancements on the East London Line and the proposed upgrade to Battersea Park station.  
**Transport for London, Very satisfied**

“ I’ve been liaising with Rob Hodgkinson of the Wessex Route about the Salisbury - Exeter line and particularly obtaining a licence for the community to be able to do gardening of the disused platform at Feniton station. He has been very helpful.  
**Devon & Cornwall Rail Partnership, Very satisfied**

# Southern

## What Southern can do to improve in Year 2 of CP6

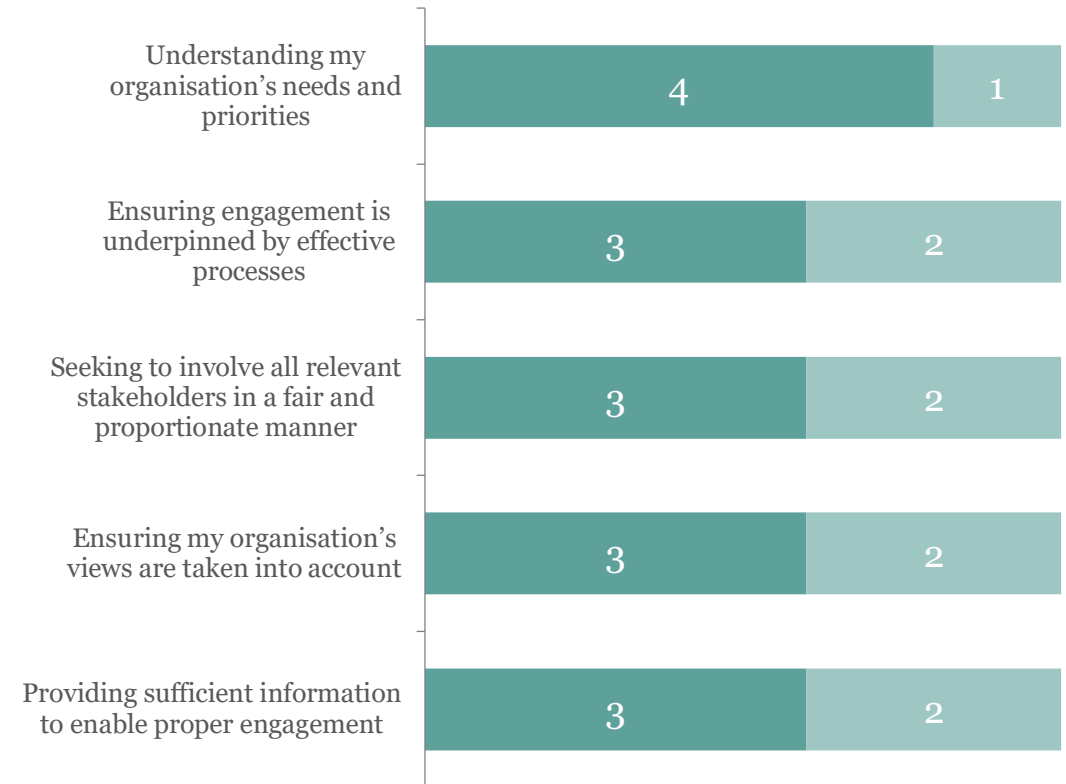
“ To help get the key messages that we hear at senior levels cascaded through to the Network Rail teams that we work with on the ground, and to have more consistency in approach between Works Delivery and Capital Delivery.  
**Osborne**

“ Recruit to vacancies in the Director London team. Generate more engagement from regional directors (RDs). Follow through on the intentions of the Putting Passengers First restructuring.  
**Arriva Rail London**

“ Continuation of existing levels of engagement would be fine. The key focus needs to be on the ongoing development of the proposals for service enhancements on the East London Line.  
**Transport for London**

## Rating Southern’s engagement on various criteria

■ Very good ■ Fairly good ■ Fairly poor ■ Very poor ■ Don't know

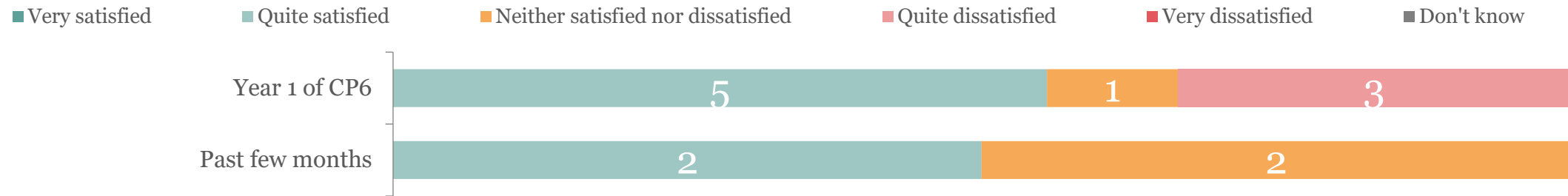


Q6. How would you rate Southern’s engagement on each of the following criteria? Q9. Thinking ahead to the remainder of year 2 of CP6, what can Southern do differently to improve its engagement with you? We are interested in your views on its general approach to engagement, and / or its specific engagement in relation to the ongoing challenges arising from Covid-19. Base: All respondents who consider Southern to be their primary point of contact with Network Rail (n=5)



# Wales & Western

## Satisfaction with Wales and Western's engagement with their organisation



## Reasons for level of satisfaction with Wales & Western

“ We have regular updates from them in relation to our line.  
**Anonymous, Quite satisfied**

“ Growing engagement on specified alliance activities.  
**Great Western Railway, Quite satisfied**

“ Community Rail Partnership processes are in no way stakeholder or community friendly. Timescales for document reviews and approvals are unreasonably lengthy.  
**Sevenside CRP, Quite dissatisfied**

33 Q3. Thinking about the first year of CP6, how satisfied or dissatisfied would you say you were with Wales & Western's engagement with your organisation? Base: All respondents who engaged with Wales & Western (n=9)  
 Q8. Thinking now about the past few months, how satisfied or dissatisfied would you say you are with Wales & Western's engagement with your organisation, especially on issues relating to Covid-19? Q4. You previously said you were [answer from Q3] with Wales & Western's engagement during the first year of CP6. Why do you say this? Base: All respondents who consider Wales & Western to be their primary point of contact with Network Rail (n=4)

# Wales & Western

## What Wales & Western can do to improve in Year 2 of CP6

“ We would like all information relating to our line made available on a regular basis, including planned works, incidents and other data available. We’d also like strategic overview information relating to the region on a regular basis.  
**Community Rail Partnership**

“ It would be helpful to have formal email updates around how Network Rail is engaging with Community Rail Partnerships at this time and to understand the national picture around how Network Rail are engaging communities at this time. There has been no formal update relating to risks around volunteering on Network Rail licensed schemes at this time and this would be most welcome.  
**Severnside CRP**

“ We need to rapidly unpack what we learned from the Great Western electrification project (GWEP) to address the major programme challenges post Covid-19. We deployed some approaches during the final years of GWEP that we need to deploy again. The co-location of Milton Keynes planners in the Route will really help here. Separately there needs to be some reflection on how issues relevant to the operator away from its ‘home’ region are managed on its behalf. It can feel like dealing with another country when you cross a regional boundary and need assistance with your services.  
**Great Western Railway**

Rating Wales & Western’s engagement on various criteria

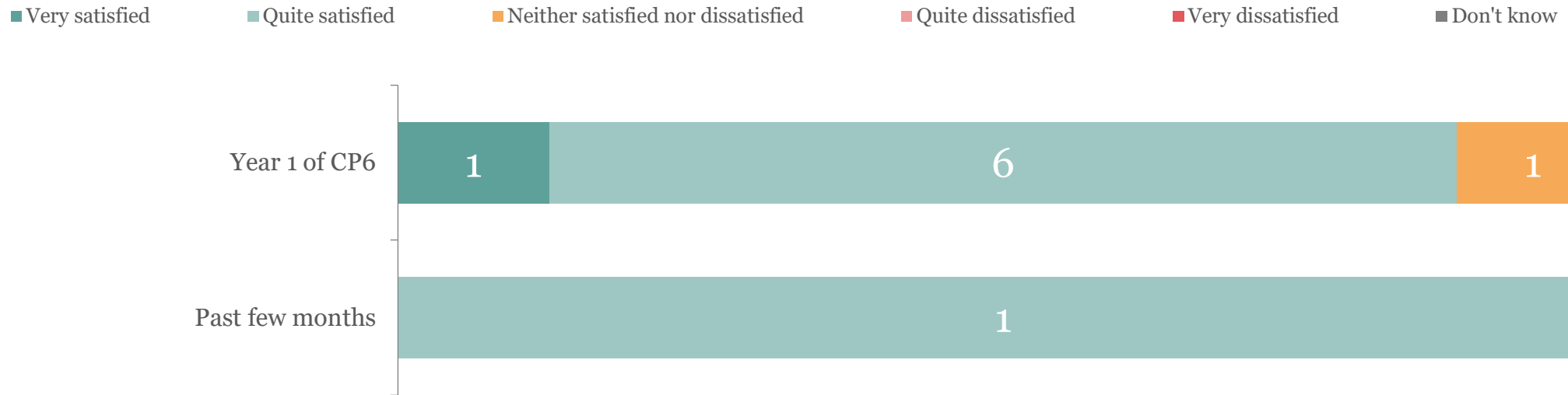
■ Very good ■ Fairly good ■ Fairly poor ■ Very poor ■ Don't know



34 Q6. How would you rate Wales & Western’s engagement on each of the following criteria? Q9. Thinking ahead to the remainder of year 2 of CP6, what can Wales & Western do differently to improve its engagement with you? We are interested in your views on its general approach to engagement, and / or its specific engagement in relation to the ongoing challenges arising from Covid-19. Base: All respondents who consider Wales & Western to be their primary point of contact with Network Rail (n=4)

# System Operator (SO)

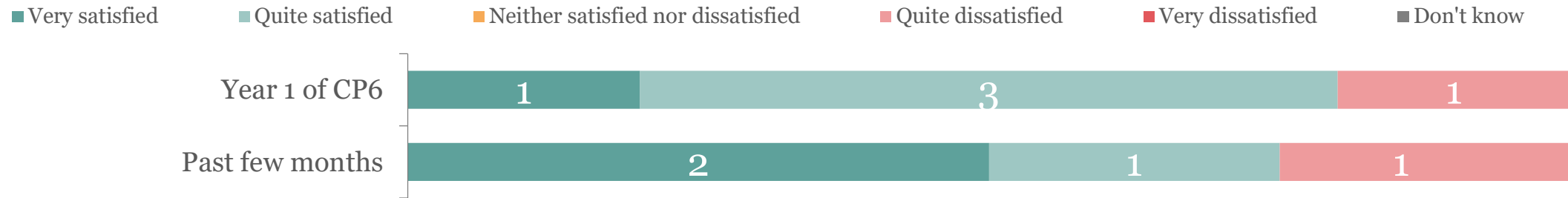
## Satisfaction with SO's engagement with their organisation



Only one respondent said the SO was their primary business unit. This respondent rated nearly all aspects of the SO's engagement as fairly good, with "seeking to involve all relevant stakeholders in a fair and proportionate manner" rated as very good.

# Freight and National Passenger Operator (FNPO)

## Satisfaction with FNPO's engagement with their organisation



## Reasons for level of satisfaction with FNPO

“ The structure works well and the engagement of the team is positive.  
**Anonymous, Quite satisfied**

“ Good engagement on Strategic Freight Network.  
**Anonymous, Very satisfied**

“ While the individuals have been proactive and supportive, their position within Network Rail leaves them at everyone's behest, and things don't get done and timescales are endless.  
**Anonymous, Quite dissatisfied**

“ Colleagues at FNPO go out of their way to engage and I have found them to be consistently supportive of freight.  
**Rail Freight Group, Quite satisfied**

# Freight and National Passenger Operator (FNPO)

## What FNPO can do to improve in Year 2 of CP6

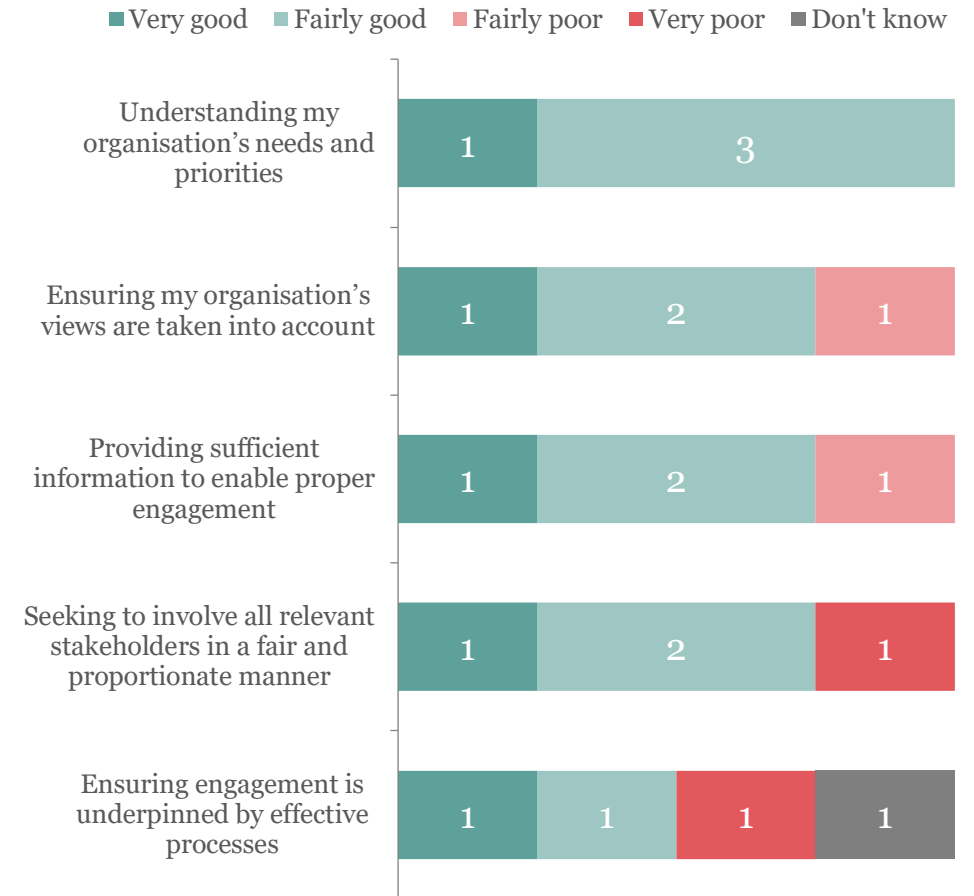
“ Raise the issue of freight to a strategic Board level.  
**Anonymous**

“ Work to specific timescales, work in line with Network Rail’s Codes of Practice (COPs) and the Access & Management Regs.  
**Anonymous**

“ The challenge is how much influence FNPO have within the wider Network Rail.  
**Rail Freight Group**

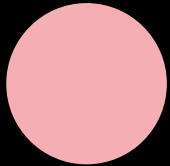
“ I believe the FNPO need to engage strategically with the end users and customers of Rail Freight. The challenges for the future are to ensure that the capacity for longer heavier trains that the reduced timetable has facilitated is retained and that the future capacity is secured.  
**Anonymous**

Rating FNPO’s engagement on various criteria



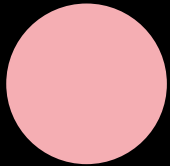
37 Q6. How would you rate FNPO’s engagement on each of the following criteria? Q9. Thinking ahead to the remainder of year 2 of CP6, what can FNPO do differently to improve its engagement with you? We are interested in your views on its general approach to engagement, and / or its specific engagement in relation to the ongoing challenges arising from Covid-19. Base: All respondents who consider FNPO to be their primary point of contact with Network Rail (n=4)

# Contact us



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