

Network Rail Stakeholder Survey for Year 3 of Control Period 6

Spring 2022

Office of Rail and Road



Final Report

By Opinion Research Services

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Network Rail Stakeholder Survey for Year 3 of Control Period 6

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Opinion Research Services

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1. Executive Summary

Summary of Main Findings

- 1.1 The following paragraphs selectively highlight key findings from the online survey of Network Rail's stakeholders. Readers are referred to the detailed graphics and commentary for the full story. The suite of ORS reports also includes full cross tabulations.
- 1.2 The summary below begins with overall conclusions, followed by individual summaries, highlighting key findings for each of the seven business units.

Overall conclusions

Principles of good stakeholder engagement

- 1.3 While over three fifths (63%) of respondents rate Network Rail's engagement with them regarding the principle of being **inclusive** as very good or good, only around half or less of all respondents rate engagement regarding the principles of being **effective, well-governed** and **transparent** as very good or good. These are therefore, perhaps, areas for consideration.
- 1.4 It is important to note, however, that in general a higher proportion of respondents have rated their engagement with individual business units, in terms of the principles of good stakeholder engagement, as very good or good than when considering their engagement with Network Rail as a whole. This possibly suggests that, on the whole, stakeholders engage more closely with individual business units than with Network Rail more generally.
- 1.5 In general, the North West and Central and the Freight and National Customers business units rate more highly in terms of meeting the principles of good stakeholder engagement, while the results for Wales and Western are consistently lower, suggesting this is a particular area of concern.
- 1.6 Further comments provided around the principles of good stakeholder engagement also indicated a mixed experience. Just over a third were generally positive, saying that they were happy with service and/or that the service had improved, and that there was good communication. However poor communication was mentioned by a third of respondents, as well as other issues mentioned such as Network Rail not being run efficiently/poorly managed, a lack of consistent staffing/lack of internal communication between departments, being overly bureaucratic/too much red tape, and a lack of transparency from Network Rail.

Business planning engagement

- 1.7 Overall, around half of respondents said that Network Rail engaged with them, during the last year, about its business planning (50%), Control Period 7 (CP7) planning (51%), and Covid-19 recovery activity (52%).
- 1.8 Generally, higher levels of engagement on business planning were reported by respondents who have engaged with Scotland's Railway, North West and Central, and Eastern, and lower levels of engagement were reported by those who engaged with Southern and Wales and Western.
- 1.9 In terms of the quality of engagement, just under three fifths of respondents rate engagement with Network Rail regarding its business planning (58%), and Control Period 7 planning (56%) as very good or good. However, the quality of engagement around Covid-19 activity is rated more highly (70% good or very good).
- 1.10 This varies by business unit with the highest levels of satisfaction reported by respondents who have engaged with Southern (general business planning), the Freight and National Customers business unit (CP7 planning) and North West and Central (Covid-19 recovery activity). The business units with the lowest proportion of respondents rating the quality of engagement as very good or good, and therefore areas for consideration, are the System Operator (general business planning and CP7 planning) and Wales and Western (Covid-19 recovery activity).
- 1.11 General feedback on business planning and CP7 planning engagement is mixed, with differences in the level of engagement from different business units being a key point raised – suggesting more consistency between the areas would be beneficial.
- 1.12 Comments given regarding Covid-19 recovery activity were generally in praise of frequency and clarity of communication and the willingness to hear the views of stakeholders.

Enhancements Delivery Plan engagement

- 1.13 Levels of engagement on the planning of railway enhancements over the last year is generally higher than for engagement on business planning. In particular, levels of engagement are high for respondents who have engaged with Scotland's Railway (7%), Eastern (63%), North West and Central (63%) and Southern (63%). However, this falls to around half or less for the System Operator (52%), Wales and Western (51%) and Freight and National Customers (43%).
- 1.14 Overall, over four fifths (84%) are aware of the Enhancements Delivery Plan (EDP); however only a third (33%) say they have a strong (5%) or good (29%) awareness of it, suggesting a need for more engagement in this area.

- 1.15 The level of awareness of the EDP varies considerably by business unit with highest level of strong or good knowledge of the plan amongst respondents who have engaged with Scotland's Railway (60%), and the lowest amongst respondents who have engaged with Wales and Western (32%).
- 1.16 Around three in ten respondents (31%) who are aware of the Enhancements Delivery Plan said that it fully provides the information they need to plan their business and almost three fifths (57%) feel it partially provides the information they need. However, just over one in ten (12%) feel it doesn't provide the required information at all (increasing to 13% for those who have engaged with Wales and Western).
- 1.17 Of those who said the plan did not provide all of the information they need to plan their business, just over a third (36%) have discussed this with Network Rail. This falls to 28% of respondents who have engaged with Wales and Western and 24% of respondents who have engaged with the System Operator.
- 1.18 Around half (53%) of the respondents who discussed the Enhancement Delivery Plan, and the information they require to plan their business, with Network Rail said that Network Rail provided them with additional information.
- 1.19 Across all respondents just over half (53%) feel that they have all the information about Network Rail's enhancements they need to plan their business, which means that almost half (47%) do not have all the information they need. For those who have engaged with Wales and Western, this increases slightly to half (50%) who do not have all the information they need to plan their business.
- 1.20 When asked what further information they required from Network Rail to plan their business, frequent comments included: better information on planning timelines with more accurate dates, the need for information to be made available sooner, and for Network Rail to be more proactive in getting information to stakeholders.

Business performance management engagement (Network Rail scorecards)

- 1.21 Overall, engagement with Network Rail in relation to business performance during the last year is low with only two fifths (40%) of respondents saying that they did.
- 1.22 Respondents who have engaged with Wales and Western, the System Operator, Southern and those who engage at a general level report the lowest levels of engagement (at just over two fifths saying yes). At the other end of the scale, around three quarters (74%) of those who have engaged with Scotland's Railway say they engaged in relation to business performance.
- 1.23 Three fifths (60%) of respondents rate Network Rail's overall business performance engagement as being very good or good. This rises to around three quarters for North

West and Central (76%) and Freight and National Customers (75%), and falls to three fifths or less for Wales and Western (58%) and the System Operator (60%).

- 1.24 Around half (52%) of respondents rated Network Rail scorecards as effective in discussing its business performance however only just over one in ten (13%) rated them as ineffective; around a third gave a neutral response.
- 1.25 The proportion of respondents rating scorecards as effective was highest amongst respondents who engaged with North West and Central (65%) and lowest amongst those who engaged with Wales and Western (41%).
- 1.26 It was noted by some respondents that scorecard engagement differed across the routes with some routes giving them more attention than others, while others were critical of scorecards more broadly, seeing them as a 'tick-box' exercise.

Overall quality of engagement with Network Rail

- 1.27 Almost three fifths (59%) of respondents rate the overall quality of Network Rail's engagement with them over the last year as either very good or good. However, 16% felt the engagement was poor or very poor.
- 1.28 Respondents who engaged with (and primarily engaged with) North West and Central or Freight and National Customers business unit were significantly more likely to think that engagement has been good.

Change in the quality of engagement with Network Rail

- 1.29 Around two fifths (41%) of respondents think that the quality of Network Rail's engagement has improved or somewhat improved over the past year, while a similar proportion (44%) think the quality of engagement has stayed the same. 15% think that the quality of engagement has declined or somewhat declined.
- 1.30 Respondents who are public officials and those that primarily engaged with Southern were significantly less likely to say that engagement has improved. On the other hand, those that had engaged with North West and Central or Wales and Western were significantly more likely to say Network Rail's engagement has improved over the past year.

Key findings by Business Unit:

Eastern

Principles of good stakeholder engagement

1.31 Respondents were asked how they would rate Eastern’s engagement with them regarding the principles of good stakeholder engagement. Of the respondents who have engaged with the Eastern business unit:

- Three quarters (75%) rate being **inclusive** as very good or good (63% Network Rail overall).
- Almost three fifths (58%) rate being **effective** as very good or good (54% Network Rail overall).
- Almost three fifths (57%) rate being **well-governed** as very good or good (49% Network Rail overall).
- Almost three fifths (59%) rate being **transparent** as very good or good (46% Network Rail overall).

Business planning engagement

1.32 Over half (56%) of respondents said Eastern engaged with them about its business planning during the last year.

1.33 Around three fifths (62%) rate their engagement with Eastern about its business planning as very good or good (58% Network Rail overall).

Control Period 7 (CP7) planning

1.34 Over three fifths (63%) of respondents said Eastern engaged with them about its Control Period 7 planning during the last year.

1.35 Around two thirds (68%) rate their engagement with Eastern about its Control Period 7 planning as very good or good (56% Network Rail overall).

Covid-19 recovery activity

1.36 Over three fifths (64%) of respondents said Eastern engaged with them about its Covid-19 recovery activity during the last year.

1.37 Seven in ten (70%) rate their engagement with Eastern about its Covid-19 recovery activity as very good or good (70% Network Rail overall).

Enhancements Delivery Plan engagement

- 1.38 Over three fifths (63%) of respondents said Eastern engaged with them on the planning of railway enhancements during the last year.
- 1.39 Over nine in ten (94%) of respondents who have engaged with Eastern are aware of the Enhancements Delivery Plan (84% Network Rail overall); however only half (50%) said they have a strong or good awareness of it (33% Network Rail overall).
- 1.40 A quarter (25%) of the respondents who are aware of the Enhancements Delivery Plan said that it fully provides the information they need to plan their business; seven in ten (70%) feel it partially provides the information they need but 5% feel it doesn't provide the required information at all (31%, 57%, 12% respectively for Network Rail overall).
- 1.41 Of those who said the plan did not provide all of the information they need to plan their business, just over a third (35%) said they have discussed this with Network Rail (36% network Rail overall); and around half of these (53%) said that Network Rail provided them with additional information (53% Network Rail overall).
- 1.42 Overall, almost three fifths (59%) of respondents who have engaged with Eastern feel that they have all the information about Network Rail's enhancements they need to plan their business (53% Network Rail overall).

Business performance management engagement

- 1.43 Around half (51%) of respondents said that the Eastern business unit engaged with them in relation to business performance during the last year.
- 1.44 Around two thirds (68%) rate their engagement with Eastern about business performance as very good or good (60% Network Rail overall).
- 1.45 Over half (54%) of respondents who have engaged with Eastern said they find Network Rail's scorecards as very effective (6%) or effective (49%) in discussing its business performance (52% Network Rail overall).

Summary

- 1.46 Almost two thirds (66%) of respondents who have engaged with Eastern rate the overall quality of Network Rail's engagement with them over the last year as either very good (18%) or good (48%) (59% Network Rail overall). Around one in ten (11%) feel that the overall quality of engagement was poor (9%) or very poor (1%).
- 1.47 Over two fifths (43%) of respondents who have engaged with Eastern think that the quality of Network Rail's engagement has improved or somewhat improved over the past year (41% Network Rail overall), while a further 43% think the quality of

engagement has stayed the same. Just over one in ten (13%) think that the quality of engagement has declined or somewhat declined.

North West and Central

Principles of good stakeholder engagement

1.48 Respondents were asked how they would rate North West and Central's engagement with them regarding the principles of good stakeholder engagement. Of the respondents who have engaged with the North West and Central business unit:

- More than seven in ten (72%) rate being **inclusive** as very good or good (63% Network Rail overall).
- Almost two thirds (65%) rate being **effective** as very good or good (54% Network Rail overall).
- Over three fifths (63%) rate being **well-governed** as very good or good (49% Network Rail overall).
- Over half (56%) rate being **transparent** as very good or good (46% Network Rail overall).

Business planning engagement

1.49 Almost three fifths (59%) of respondents said North West and Central engaged with them about its business planning during the last year.

1.50 Almost three fifths (58%) rate their engagement with North West and Central about its business planning as very good or good (58% Network Rail overall).

Control Period 7 (CP7) planning

1.51 Over seven in ten (73%) respondents said North West and Central engaged with them about its Control Period 7 planning during the last year.

1.52 Just under half (47%) rate their engagement with North West and Central about its Control Period 7 planning as very good or good (56% Network Rail overall).

Covid-19 recovery activity

1.53 Over three fifths (63%) of respondents said North West and Central engaged with them about its Covid-19 recovery activity during the last year.

1.54 Around four fifths (81%) rate their engagement with North West and Central about its Covid-19 recovery activity as very good or good (70% Network Rail overall).

Enhancements Delivery Plan engagement

- 1.55 Over three fifths (63%) of respondents said North West and Central engaged with them on the planning of railway enhancements during the last year.
- 1.56 Around nine in ten (89%) respondents who have engaged with North West and Central are aware of the Enhancements Delivery Plan (84% Network Rail overall); however only around half (49%) said they have a strong or good awareness of it (33% Network Rail overall).
- 1.57 Around a third (34%) of the respondents who are aware of the Enhancements Delivery Plan said that it fully provides the information they need to plan their business. Three fifths (60%) feel it partially provides the information they need but 6% feel it doesn't provide the required information at all (31%, 57%, 12% respectively for Network Rail overall).
- 1.58 Of those who said the plan did not provide all of the information they need to plan their business, over a third (37%) said they have discussed this with Network Rail (36% network Rail overall); and almost half of these (45% - 5 of 11 respondents) said that Network Rail provided them with additional information (53% Network Rail overall).
- 1.59 Overall, over half (53%) of respondents who have engaged with North West and Central feel that they have all the information about Network Rail's enhancements they need to plan their business (53% Network Rail overall).

Business performance management engagement

- 1.60 Around half (52%) of respondents said North West and Central engaged with them in relation to business performance during the last year.
- 1.61 Around three quarters (76%) rate their engagement with North West and Central about business performance as very good or good (60% Network Rail overall).
- 1.62 Almost two thirds (65%) of respondents who have engaged with North West and Central said they find Network Rail's scorecards as very effective (12%) or effective (54%) in discussing its business performance (52% Network Rail overall).

Summary

- 1.63 Around seven in ten (71%) of respondents who have engaged with the North West and Central rate the overall quality of Network Rail's engagement with them over the last year as either very good (18%) or good (53%) – this is significantly higher than the rating for Network Rail overall (59%). Around one in ten (11%) feel that the overall quality of engagement was poor (10%) or very poor (2%).

1.64 Over half (56%) of respondents who engaged with North West and Central think that the quality of Network Rail’s engagement has improved or somewhat improved over the past year – this is significantly higher than the rating for Network Rail overall (41%), while a further 33% think the quality of engagement has stayed the same. Just over one in ten (11%) think that the quality of engagement has declined or somewhat declined.

Southern

Principles of good stakeholder engagement

1.65 Respondents were asked how they would rate Southern’s engagement with them regarding the principles of good stakeholder engagement. Of the respondents who have engaged with the Southern business unit:

- Around two thirds (68%) rate being **inclusive** as very good or good (63% Network Rail overall).
- Three fifths (60%) rate being **effective** as very good or good (54% Network Rail overall).
- Almost three fifths (59%) rate being **well-governed** as very good or good (49% Network Rail overall).
- Almost three fifths (58%) rate being **transparent** as very good or good (46% Network Rail overall).

Business planning engagement

1.66 Around half (51%) of respondents said Southern engaged with them about its business planning during the last year.

1.67 Seven in ten (70%) rate their engagement with Southern about its business planning as very good or good (58% Network Rail overall).

Control Period 7 (CP7) planning

1.68 Just under half (48%) of respondents said Southern engaged with them about its Control Period 7 planning during the last year.

1.69 Around two thirds (66%) rate their engagement with Southern about its Control Period 7 planning as very good or good (56% Network Rail overall).

Covid-19 recovery activity

1.70 Around half (51%) of respondents said Southern engaged with them about its Covid-19 recovery activity during the last year.

- 1.71 Over three fifths (63%) rate their engagement with Southern about its Covid-19 recovery activity as very good or good (70% Network Rail overall).

Enhancements Delivery Plan engagement

- 1.72 Over three fifths (63%) of respondents said Southern engaged with them on the planning of railway enhancements during the last year.
- 1.73 Almost nine in ten (88%) respondents who have engaged with Southern are aware of the Enhancements Delivery Plan (84% Network Rail overall); however just over a third (35%) said they have a strong or good awareness of it (33% Network Rail overall).
- 1.74 Around two fifths (39%) of the respondents who are aware of the Enhancements Delivery Plan said that it fully provides the information they need to plan their business. Half (50%) feel it partially provides the information they need but 11% feel it doesn't provide the required information at all (31%, 57%, 12% respectively for Network Rail overall).
- 1.75 Of those who said the plan did not provide all of the information they need to plan their business, a third (33%) said they have discussed this with Network Rail (36% network Rail overall); and half of these (50% - 6 of 12 respondents) said that Network Rail provided them with additional information (53% Network Rail overall).
- 1.76 Overall, almost three fifths (58%) of respondents who have engaged with Southern feel they have all the information about Network Rail's enhancements they need to plan their business (53% Network Rail overall).

Business performance management engagement

- 1.77 Over two fifths (44%) of respondents said Southern engaged with them in relation to business performance during the last year.
- 1.78 Almost two thirds (65%) rate their engagement with Southern about business performance as very good or good (60% Network Rail overall).
- 1.79 Almost three fifths (58%) of respondents who have engaged with Southern said they find Network Rail's scorecards as very effective (8%) or effective (50%) in discussing its business performance (52% Network Rail overall).

Summary

- 1.80 Over three fifths (62%) of respondents who have engaged with Southern rate the overall quality of Network Rail's engagement with them over the last year as either very good (13%) or good (49%) – (59% Network Rail overall). Almost a fifth (18%) feel that the overall quality of engagement was poor (13%) or very poor (5%).

1.81 Over a third (37%) of respondents who engaged with Southern think that the quality of Network Rail’s engagement has improved or somewhat improved over the past year (41% Network Rail overall), while a further 44% think the quality of engagement has stayed the same. Around a fifth (19%) think that the quality of engagement has declined or somewhat declined.

Wales and Western

Principles of good stakeholder engagement

1.82 Respondents were asked how they would rate Wales and Western’s engagement with them regarding the principles of good stakeholder engagement. Of the respondents who have engaged with the Wales and Western business unit:

- Two thirds (67%) rate being **inclusive** as very good or good (63% Network Rail overall).
- Over half (56%) rate being **effective** as very good or good (54% Network Rail overall).
- Half (50%) rate being **well-governed** as very good or good (49% Network Rail overall).
- Almost half (46%) rate being **transparent** as very good or good (46% Network Rail overall).

Business planning engagement

1.83 Almost three fifths (57%) of respondents said Wales and Western engaged with them about its business planning during the last year.

1.84 Almost three fifths (59%) rate their engagement with Wales and Western about its business planning as very good or good (58% Network Rail overall).

Control Period 7 (CP7) planning

1.85 Around three fifths (61%) of respondents said Wales and Western engaged with them about its Control Period 7 planning during the last year.

1.86 Two thirds (67%) rate their engagement with Wales and Western about its Control Period 7 planning as very good or good (56% Network Rail overall).

Covid-19 recovery activity

1.87 Around half (52%) of respondents said Wales and Western engaged with them about its Covid-19 recovery activity during the last year.

- 1.88 Over half (55%) rate their engagement with Wales and Western about its Covid-19 recovery activity as very good or good (70% Network Rail overall).

Enhancements Delivery Plan engagement

- 1.89 Around half (51%) of respondents said Wales and Western engaged with them on the planning of railway enhancements during the last year.
- 1.90 Around four fifths (81%) of respondents who have engaged with Wales and Western are aware of the Enhancements Delivery Plan (84% Network Rail overall); however only around a third (32%) said they have a strong or good awareness of it (33% Network Rail overall).
- 1.91 Just over a third (35%) of these respondents who are aware of the Enhancements Delivery Plan said that it fully provides the information they need to plan their business. Just over half (52%) feel it partially provides the information they need but 13% feel it doesn't provide the required information at all (31%, 57%, 12% respectively for Network Rail overall).
- 1.92 Of those who said the plan did not provide all of the information they need to plan their business, just under three in ten (28%) said they have discussed this with Network Rail (36% Network Rail overall); and just over half of these (55% - 6 of 11 respondents) said that Network Rail provided them with additional information (53% Network Rail overall).
- 1.93 Overall, half (50%) of respondents who have engaged with Wales and Western feel that they have all the information about Network Rail's enhancements they need to plan their business (53% Network Rail overall).

Business performance management engagement

- 1.94 Over two fifths (43%) of respondents said that the Wales and Western business unit engaged with them in relation to business performance during the last year.
- 1.95 Almost three fifths (58%) rate their engagement with Wales and Western about business performance as very good or good (60% Network Rail overall).
- 1.96 Around two fifths (41%) of respondents who have engaged with Wales and Western said they find Network Rail's scorecards as very effective (7%) or effective (34%) in discussing its business performance (52% Network Rail overall).

Summary

- 1.97 Over half (54%) of respondents who have engaged with Wales and Western rate the overall quality of Network Rail's engagement with them over the last year as either very

good (15%) or good (38%) – (59% Network Rail overall). 15% feel that the overall quality of engagement was poor (12%) or very poor (3%).

- 1.98 Around half (49%) of respondents who engaged with Wales and Western think that the quality of Network Rail’s engagement has improved or somewhat improved over the past year – this is significantly higher than for Network Rail overall (41%), while a further 35% think the quality of engagement has stayed the same. 15% think that the quality of engagement has declined or somewhat declined.

Scotland’s Railway

Principles of good stakeholder engagement

- 1.99 Respondents were asked how they would rate Scotland’s Railway’s engagement with them regarding the principles of good stakeholder engagement. Of the respondents who have engaged with Scotland’s Railway business unit:
- Around three quarters (76%) rate being **inclusive** as very good or good (63% Network Rail overall).
 - Over half (55%) rate being **effective** as very good or good (54% Network Rail overall).
 - Almost three fifths (59%) rate being **well-governed** as very good or good (49% Network Rail overall).
 - Almost three fifths (58%) rate being **transparent** as very good or good (46% Network Rail overall).

Business planning engagement

- 1.100 Over three fifths (62%) of respondents said Scotland’s Railway engaged with them about its business planning during the last year.
- 1.101 Over two thirds (68%) rate their engagement with Scotland’s Railway about its business planning as very good or good (58% Network Rail overall).

Control Period 7 (CP7) planning

- 1.102 Almost two thirds (65%) of respondents said that the Scotland’s Railway business unit engaged with them about its Control Period 7 planning during the last year.
- 1.103 Over three fifths (63%) rate their engagement with Scotland’s Railway about its Control Period 7 planning as very good or good (56% Network Rail overall).

Covid-19 recovery activity

- 1.104 Three quarters (75%) of respondents said that Scotland’s Railway engaged with them about its Covid-19 recovery activity during the last year. This is higher than for any other business unit.
- 1.105 Three quarters (75%) rate their engagement with Scotland’s Railway about its Covid-19 recovery activity as very good or good (70% Network Rail overall).

Enhancements Delivery Plan engagement

- 1.106 Around seven in ten (72%) of respondents said that Scotland’s Railway engaged with them on the planning of railway enhancements during the last year. The highest level of engagement across all business units.
- 1.107 Nearly all (97%) of respondents who have engaged with Scotland’s Railway are aware of the Enhancements Delivery Plan (84% Network Rail overall); with six in ten (60%) having a strong or good awareness of it (33% Network Rail overall).
- 1.108 Three in ten (30%) of the respondents who are aware of the Enhancements Delivery Plan said that it fully provides the information they need to plan their business, six in ten (60%) feel it partially provides the information they need but 10% feel it doesn’t provide the required information at all (31%, 57%, 12% respectively for Network Rail overall).
- 1.109 Of those who said the plan did not provide all of the information they need to plan their business, around three in ten (29%) said they have discussed this with Network Rail (36% Network Rail overall); and two out of seven respondents said that Network Rail provided them with additional information (53% Network Rail overall).
- 1.110 Overall, almost three fifths (58%) of respondents who have engaged with Scotland’s Railway feel that they have all the information about Network Rail’s enhancements they need to plan their business (53% Network Rail overall).

Business performance management engagement

- 1.111 Nearly three quarters (74%) of respondents said Scotland’s Railway engaged with them in relation to business performance during the last year.
- 1.112 Around two thirds (69%) rate their engagement with Scotland’s Railway about business performance as very good or good (60% Network Rail overall).
- 1.113 Just over half (52%) of respondents who have engaged with Scotland’s Railway said they find Network Rail’s scorecards as very effective (5%) or effective (48%) in discussing its business performance (52% Network Rail overall).

Summary

- 1.114 Around two thirds (68%) of respondents who have engaged with Scotland’s Railway rate the overall quality of Network Rail’s engagement with them over the last year as either very good (9%) or good (59%) – (59% Network Rail overall). Just over one in ten (12%) feel that the overall quality of engagement was poor.
- 1.115 Around half (53%) of respondents who engaged with Scotland’s Railway think that the quality of Network Rail’s engagement has improved or somewhat improved over the past year (41% Network Rail overall), while a further 38% think the quality of engagement has stayed the same. Around than one in ten (9%) think that the quality of engagement has declined or somewhat declined.

Freight and National Customers

Principles of good stakeholder engagement

- 1.116 Respondents were asked how they would rate the Freight and National Customers business unit’s engagement with them regarding the principles of good stakeholder engagement. Of the respondents who have engaged with the Freight and National Customers business unit:
- Over three quarters (78%) rate being **inclusive** as very good or good (63% Network Rail overall).
 - Around three quarters (76%) rate being **effective** as very good or good (54% Network Rail overall).
 - Over half (56%) rate being **well-governed** as very good or good (49% Network Rail overall).
 - Almost two thirds (65%) rate being **transparent** as very good or good (46% Network Rail overall).

Business planning engagement

- 1.117 Around three fifths (61%) of respondents said that the Freight and National Customers business unit engaged with them about its business planning during the last year.
- 1.118 Almost seven in ten (69%) rate their engagement with the Freight and National Customers business unit about its business planning as very good or good (58% Network Rail overall).

Control Period 7 (CP7) planning

- 1.119 Around three fifths (61%) of respondents said that the Freight and National Customers business unit engaged with them about its Control Period 7 planning during the last year.
- 1.120 Almost three quarters (73%) rate their engagement with the Freight and National Customers business unit about its Control Period 7 planning as very good or good (56% Network Rail overall).

Covid-19 recovery activity

- 1.121 Around three fifths (61%) of respondents said that the Freight and National Customers business unit engaged with them about its Covid-19 recovery activity during the last year.
- 1.122 Over three fifths (63%) rate their engagement with the Freight and National Customers business unit about its Covid-19 recovery activity as very good or good (70% Network Rail overall).

Enhancements Delivery Plan engagement

- 1.123 Just over two fifths (43%) of respondents said that the Freight and National Customers business unit engaged with them on the planning of railway enhancements during the last year.
- 1.124 Around nine in ten (91%) of respondents who have engaged with the Freight and National Customers business unit are aware of the Enhancements Delivery Plan (84% Network Rail overall); with less than half (45%) having a strong or good awareness of it (33% Network Rail overall).
- 1.125 Around two fifths (42%) of the respondents who are aware of the Enhancements Delivery Plan said that it fully provides the information they need to plan their business, half (50%) feel it partially provides the information they need but 8% feel it doesn't provide the required information at all (31%, 57%, 12% respectively for Network Rail overall).
- 1.126 Of those who said the plan did not provide all of the information they need to plan their business, around three in ten (31%) said they have discussed this with Network Rail (36% Network Rail overall); and two of the four stakeholders (50%) who discussed this with Network Rail said that Network Rail provided them with additional information (53% Network Rail overall).

1.127 Overall, around three fifths (59%) of respondents who have engaged with the Freight and National Customers business unit feel they have all the information about Network Rail’s enhancements they need to plan their business (53% Network Rail overall).

Business performance management engagement

1.128 Almost three fifths (59%) of respondents said that the Freight and National Customers business unit engaged with them in relation to business performance during the last year.

1.129 Three quarters (75%) rate their engagement with the Freight and National Customers business unit about business performance as very good or good (60% Network Rail overall).

1.130 Over three fifths (64%) of respondents who have engaged with the Freight and National Customers business unit said they rate Network Rail’s scorecards as very effective (7%) or effective (57%) in discussing its business performance (52% Network Rail overall).

Summary

1.131 Around four fifths (81%) of respondents who have engaged with the Freight and National Customers business unit rate the overall quality of Network Rail’s engagement with them over the last year as either very good (22%) or good (59%) – (59% Network Rail overall). This is significantly higher than the overall level of satisfaction with the quality of Network Rail’s engagement.

1.132 Half (50%) of respondents who engaged with the Freight and National Customers business unit think that the quality of Network Rail’s engagement has improved or somewhat improved over the past year (41% Network Rail overall), while a further 38% think the quality of engagement has stayed the same. Just over one in ten (13%) think that the quality of engagement has declined or somewhat declined.

System Operator

Principles of good stakeholder engagement

1.133 Respondents were asked how they would rate the System Operator’s engagement with them regarding the principles of good stakeholder engagement. Of the respondents who have engaged with the System Operator business unit:

- Around three quarters (74%) rate being **inclusive** as very good or good (63% Network Rail overall).
- Two thirds (67%) rate being **effective** as very good or good (54% Network Rail overall).

- Over half (56%) rate being **well-governed** as very good or good (49% Network Rail overall).
- Almost three fifths (58%) rate being **transparent** as very good or good (46% Network Rail overall).

Business planning engagement

1.134 Over half (53%) of respondents said that the System Operator engaged with them about its business planning during the last year.

1.135 Over two fifths (45%) rate their engagement with the System Operator about its business planning as very good or good (58% Network Rail overall).

Control Period 7 (CP7) planning

1.136 Around three fifths (59%) of respondents said the System Operator engaged with them about its Control Period 7 planning during the last year.

1.137 Just over a third (35%) rate their engagement with the System Operator about its Control Period 7 planning as very good or good (56% Network Rail overall) – this is the lowest score across all business units.

Covid-19 recovery activity

1.138 Around three fifths (61%) of respondents said the System Operator engaged with them about its Covid-19 recovery activity during the last year.

1.139 Around two thirds (66%) rate their engagement with the System Operator about its Covid-19 recovery activity as very good or good (70% Network Rail overall).

Enhancements Delivery Plan engagement

1.140 Around half (52%) of respondents said the System Operator engaged with them on the planning of railway enhancements during the last year.

1.141 Over nine in ten (93%) respondents who have engaged with the System Operator are aware of the Enhancements Delivery Plan (84% Network Rail overall); however less than half (46%) said they have a strong or good awareness of it (33% Network Rail overall).

1.142 Three in ten (30%) of these respondents who are aware of the Enhancements Delivery Plan said that it fully provides the information they need to plan their business. Just over three fifths (62%) feel it partially provides the information they need but 8% feel it doesn't provide the required information at all (31%, 57%, 12% respectively for Network Rail overall).

- 1.143 Of those who said the plan did not provide all of the information they need to plan their business, just under a quarter (24%) said they have discussed this with Network Rail (36% Network Rail overall); and just under two fifths (38% - 3 of 8 respondents) said that Network Rail provided them with additional information (53% Network Rail overall).
- 1.144 Overall, over half (55%) of respondents who have engaged with the System Operator feel that they have all the information about Network Rail's enhancements they need to plan their business (53% Network Rail overall).

Business performance management engagement

- 1.145 Over two fifths (43%) of respondents said the System Operator engaged with them in relation to business performance during the last year.
- 1.146 Three fifths (60%) rate their engagement with the System Operator about business performance as very good or good (60% Network Rail overall).
- 1.147 Over half (56%) of respondents who have engaged with the System Operator said they find Network Rail's scorecards very effective (11%) or effective (44%) in discussing its business performance (52% Network Rail overall).

Summary

- 1.148 Two thirds (67%) of respondents who have engaged with the System Operator rate the overall quality of Network Rail's engagement with them over the last year as either very good (13%) or good (54%) – (59% Network Rail overall). 11% feel that the overall quality of engagement was poor (8%) or very poor (3%).
- 1.149 Just over two fifths (42%) of respondents who engaged with the System Operator think that the quality of Network Rail's engagement has improved or somewhat improved over the past year – (41% Network Rail overall), while a further 43% think the quality of engagement has stayed the same. 15% think that the quality of engagement has declined or somewhat declined.

2. Project overview

Background to the project

- 2.1 The Office of Rail and Road (ORR) is responsible for ensuring that railway operators comply with health and safety law and regulates Network Rail's activities and funding requirements. Arising from Network Rail's Periodic Review in 2018, emphasis was placed on stakeholder engagement between Network Rail and its customers including train operators and other stakeholders (e.g. funders, suppliers, etc.) and introduced new obligations into Network Rail's network licence including the requirement for ORR to annually monitor these obligations.
- 2.2 Stakeholder engagement is essential to run an effective business and ensure that Network Rail delivers appropriate, and good quality, services for its customers and stakeholders. Network Rail, in conjunction with ORR, identified stakeholder engagement as a fundamental part of how it can improve its performance on a continuous basis. During the Control Period 6 (CP6: 1 April 2019 to 31 March 2024), ORR requires Network Rail to engage with its stakeholders in a way that improves service delivery for passengers and freight end users and enhances value for money.
- 2.3 As part of their regulatory responsibilities ORR has annually reported, since 2020, on the quality of Network Rail's stakeholder engagement. The engagement compares the performance of its five geographical regions formed in June 2019 – namely Eastern, North West & Central, Scotland's Railway, Southern and Wales & Western; plus the System Operator (SO) and the Freight and National Customers business unit which were recorded separately until 2021.
- 2.4 As part of the annual assessment, ORR has carried out an annual independent online survey of Network Rail's stakeholders. In January 2022 ORR commissioned Opinion Research Services (ORS) to carry out the 2021/22 independent online survey element of the assessment; the survey asks stakeholders to reflect on their engagement with Network Rail over the period 01 April 2021 to 31 March 2022 (Year 3 of Control Period 6).
- 2.5 This report presents the findings from this survey under the following main topic headings: About the stakeholders; Principles of good stakeholder engagement; Business planning engagement; Enhancements Delivery Plan engagement; Business performance management engagement; Summary. A copy of the questionnaire can be found in the appendix.

The survey

Survey response

- 2.6 The survey was carried out online between 21st March 2022 and 19th April 2022.
- 2.7 To create the sample, ORR invited all business units to submit stakeholder details by an agreed date. ORR cleaned the data submitted and removed duplicates to ensure each email address was only included once.
- 2.8 Using this sample, an open link to the survey was emailed out to 3,155 email addresses on 21st March (although a proportion of these were returned as undeliverable). A further two email reminders were sent out on 31st March and 6th April. Additionally, to boost the number of responses, the survey's closing date was extended until the 19th April and a further reminder was sent out to private sector stakeholders only, on the 13th April.
- 2.9 In total 288 responses were received, including partial responses where the respondent dropped out before completing the survey (249 complete responses were received) – giving a response rate of around 9%.
- 2.10 This report shows the results based on all 288 responses; base numbers have been included on all charts to indicate the number of responses to each question.
- 2.11 The tables on the following pages show the profile characteristics of all respondents to the survey. Any value denoted by an asterisk (*) represents a percentage which is less than 1%. Please note that the figures may not always sum to 100% due to rounding.

Table 1: Stakeholder group – All Respondents (Note: Figures may not sum due to rounding)

Which stakeholder group do you belong to?	Number of respondents (unweighted count)	% of respondents (unweighted valid)
Passenger train industry	70	24
Freight industry	20	7
Rail industry supplier (or representative)	28	10
Infrastructure manager	8	3
Passenger representative	17	6
Public official	70	24
Community Rail Partnership	30	10
Local Enterprise Partnership	15	5
Charity	4	1
Heritage body	9	3
Lineside neighbours	3	1
Other - please specify	14	5
Total	288	100

Table 2: Business unit – All Respondents (Note: Figures may not sum due to rounding)

Which business unit did you primarily engage with during the year?	Number of respondents (unweighted count)	% of respondents (unweighted valid)
Eastern	42	15
North West and Central	26	9
Southern	73	25
Wales and Western	69	24
Scotland's Railway	4	1
Freight and National Customers	14	5
System Operator	22	8
I engage with Network Rail at a general level	29	10
Other (as indicated previously)	9	3
Total	288	100

Interpretation of the data

- 2.12 The survey was distributed to a range of Network Rail stakeholders where their email addresses were supplied by Network Rail. It is recognised that this may not necessarily include all individuals, organisations and/or groups who may be impacted by Network Rail. However, it broadly reflects the definition of stakeholders in Network Rail's network licence. Additionally, while the survey was emailed to a restricted list of contacts, there is no guarantee that responses may have come from individuals, organisations or groups outside of this list.
- 2.13 As the survey cannot be considered to be fully representative of all stakeholders in statistical terms, the text refers to 'respondents' throughout the report, as opposed to 'stakeholders'.
- 2.14 It should be remembered that a sample, and not the entire population of Network Rail stakeholders, has been surveyed. In consequence, all results are subject to sampling tolerances, which means that not all differences are necessarily statistically significant.
- 2.15 Where differences between sub-groups (i.e. business units or stakeholder groups) have been highlighted as significant there is a 95% probability that the difference is significant

and not due to chance. Differences that are not said to be ‘significant’ or ‘statistically significant’ are indicative only.

- 2.16 In the demographic sub-group charts, results for sub-groups which are significantly more likely than the overall score to give a particular response are highlighted in a dark teal colour, whilst results which are significantly less likely to give this response are highlighted in red.
- 2.17 Please note that where percentages do not sum to 100 and proportions of charts may not look equal, this is either due to rounding, the exclusion of ‘don’t know’ categories, or multiple answers.
- 2.18 In some cases, the grouped result referred to in the text, is not equal to that of the individual results (shown on the charts) which make up the group figure. This is due to rounding. For example, if the result for ‘very good’ is 25.6% and the result for ‘good’ is 40.7%, individually this gives rounded figures of 26% and 41% - which if simply added together would give 67%. However, the actual grouped result would be 66.3%, which rounds to 66%.
- 2.19 In some cases, figures of 2% or below have been excluded from graphs.
- 2.20 Owing to small base sizes when results are broken down into sub-groups on some questions, caution should be exercised when making inferences from these results. Throughout the report, wherever there is reference to results based on less than 20 responses, the number of respondents, as well as the proportion, is noted in the text commentary. Base numbers are included on all charts.
- 2.21 It is also important to note that where questions were asked about Network Rail overall only, and these results have subsequently been broken down by business unit engaged with, the sum of the base numbers for each business unit (shown on the charts) does not equal that of the total number of respondents. This is because while each respondent gave only one response, some respondents engaged with more than one business unit, and in these cases their response is included in the result for each business unit they have engaged with. A note has been included on all charts where this is relevant.

Acknowledgements

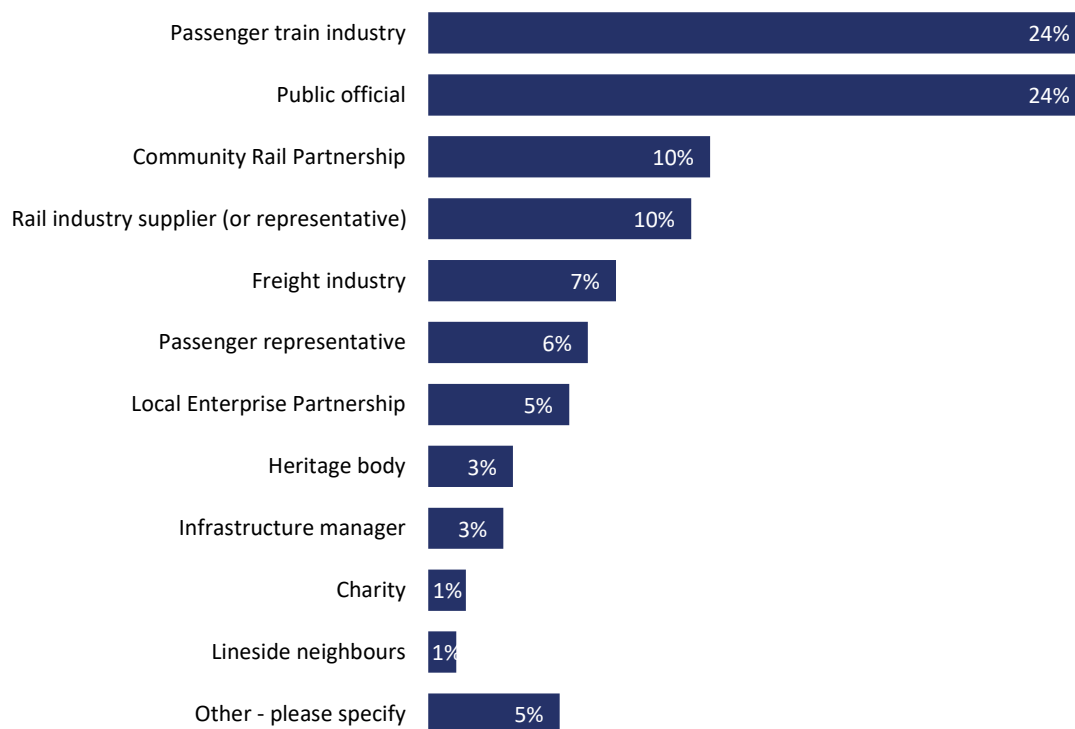
- 2.22 ORS would like to thank Chris Pawluczyk, Lynn Armstrong and James Morgan for their help and assistance. We would also like to thank the 288 people who took part in the survey, without whose valuable input the research would not have been possible.

3. About the stakeholders

Stakeholder groups

3.1 Around a quarter (24%) of all respondents are in the passenger train industry, while around another quarter (24%) are public officials. One in ten (10%) respondents are part of the Community Rail Partnership and a further one in ten (10%) are a rail industry supplier (or representative).

Figure 1: Which stakeholder group do you belong to?

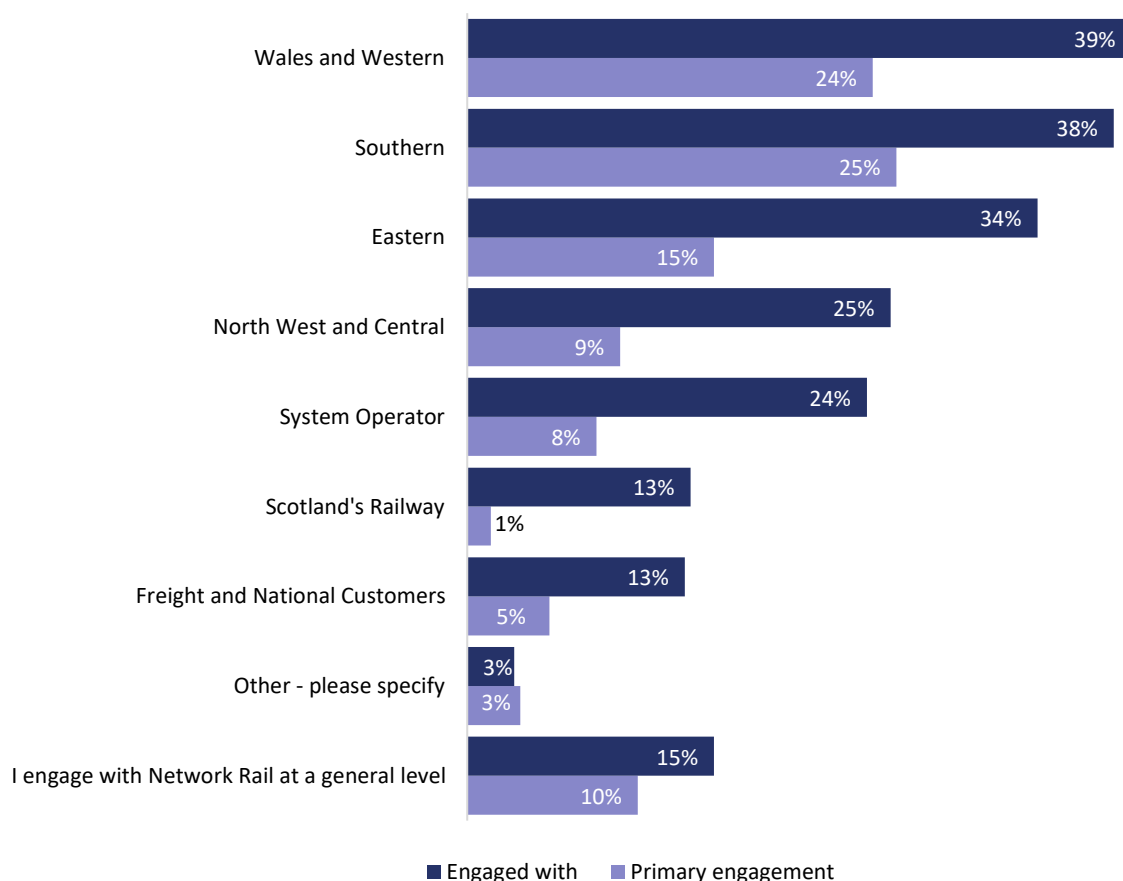


Base: All Respondents – 288.

Parts of Network Rail engaged with

- 3.2 Figure 2 shows the business units of Network Rail respondents have engaged with at some point during the last year (01 April 2021 to 31 March 2022). Almost two fifths of respondents have engaged with the Wales and Western (39%) and Southern (38%) regions of Network Rail in the last year; around a third (34%) have engaged with the Eastern region.
- 3.3 Many engaged with more than one business unit during the last year, however in terms of primary engagement around a quarter of respondents have engaged mostly with Southern (25%) and Wales and Western (24%). One in ten (10%) primarily engage with Network Rail at a general level.

Figure 2: Which parts of Network Rail did you engage with during the year (01 April 2021 to 31 March 2022)?



Base: All respondents: Engaged with – 288 (total number of responses – 585); Primary engagement – 288.

4. Principles of good stakeholder engagement

4.1 As a condition of its licence, ORR requires Network Rail to meet the following four principles of stakeholder engagement: **inclusive; effective; well-governed; and transparent**. Respondents were asked to rate Network Rail’s engagement with them, for each business unit they engaged with, regarding each of the four principles.

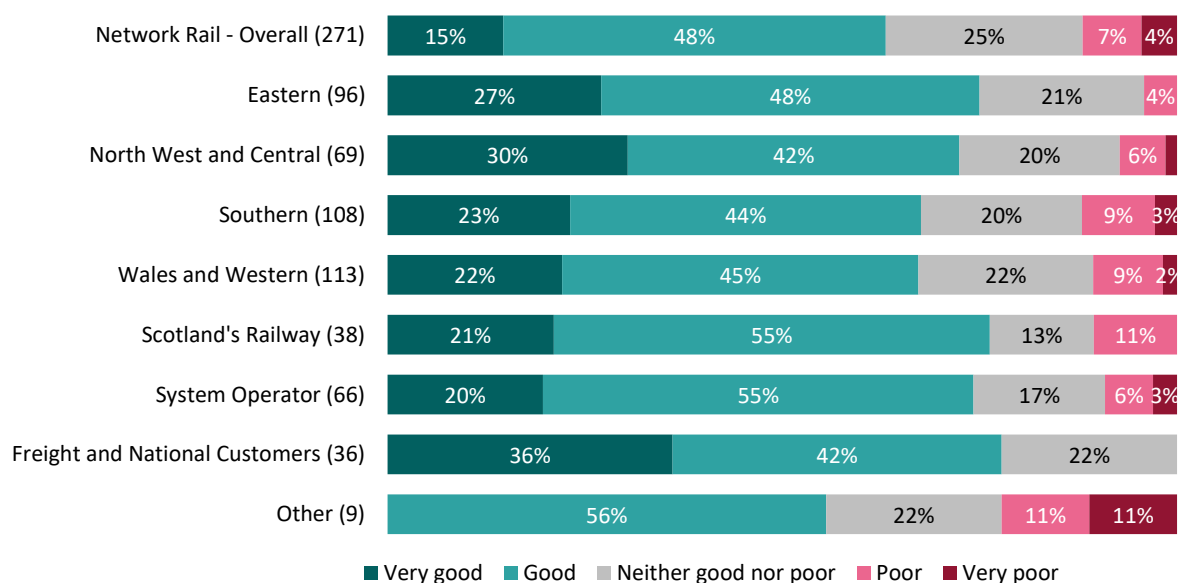
Inclusive

4.2 ORR defines the principle of being **inclusive** as engagement which seeks to involve all relevant stakeholders in a fair and proportionate manner, including by adopting different approaches to reflect stakeholders’ different capabilities and interests.

4.3 Figure 3 below shows that over three fifths (63%) of respondents rate Network Rail’s overall engagement with them regarding the principle of being **inclusive** as very good (15%) or good (48%).

4.4 When rating individual business units, three quarters or more of respondents who have engaged with the Freight and National Customers business unit (78%), Scotland’s Railway (76%) and Eastern (75%) rate the engagement regarding the principle of being **inclusive** as very good or good. This compares to around two thirds of respondents who have engaged with Southern (68%) and Wales and Western (67%).

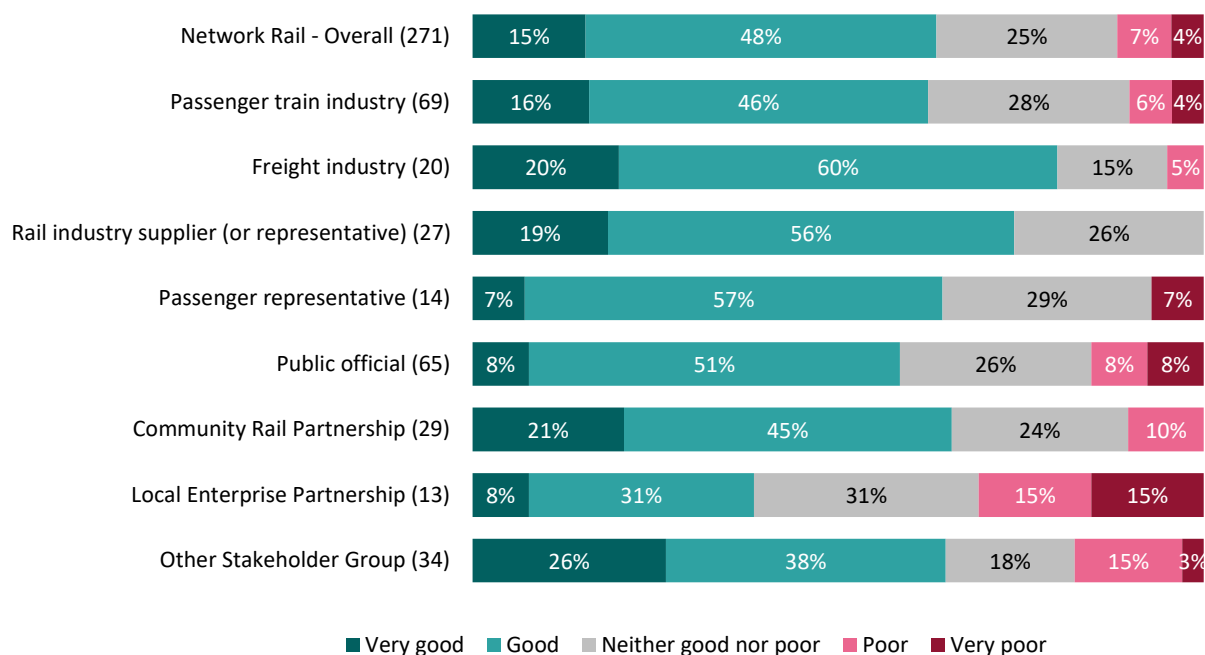
Figure 3: In your opinion, how would you rate Network Rail’s engagement with you regarding the principle of being Inclusive? Please rate the following parts of Network Rail you engaged with.



Base: All Respondents – Number of respondents in each business unit shown in brackets.

- 4.5 Figure 4 below shows how respondents rate their engagement with Network Rail overall regarding the principle of being **inclusive** broken down by stakeholder group. It can be seen that while four fifths (80%) of those in the freight industry rate this as very good or good, this is the case for five of 13 respondents (38%) who are in a Local Enterprise Partnership.

Figure 4: In your opinion, how would you rate Network Rail’s engagement with you regarding the principle of being Inclusive? Network Rail – Overall, breakdown by stakeholder group.

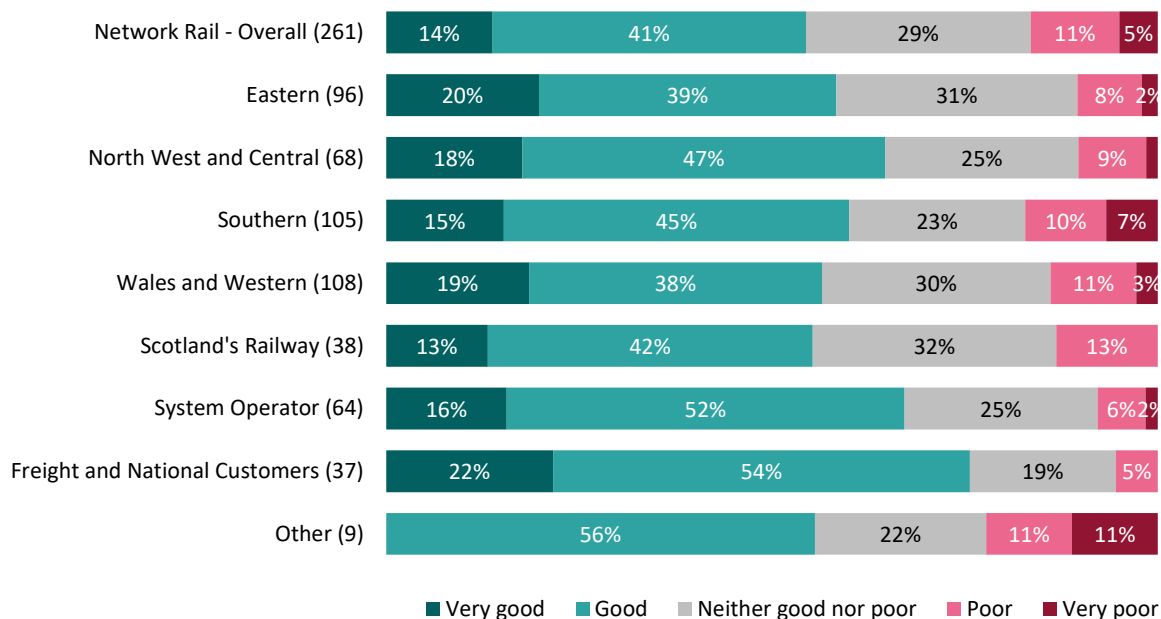


Base: All Respondents – Number of respondents in each stakeholder group shown in brackets.

Effective

- 4.6 ORR defines the principle of being **effective** as engagement which supports delivery of a safer, more efficient and better used rail network, including by ensuring that stakeholders' views are duly taken into account.
- 4.7 Figure 5 overleaf shows that over half (54%) of respondents rate Network Rail’s overall engagement with them regarding the principle of being **effective** as very good (14%) or good (41%).
- 4.8 When rating individual business units, around three quarters (76%) of respondents who have engaged with the Freight and National Customers business unit, and around two thirds of respondents who have engaged with the System Operator (67%) and North West and Central (65%) rate the effectiveness of engagement as being good or very good. The proportion of respondents rating the effectiveness of engagement as very good or good falls to 55% for Scotland’s Railway and 56% for Wales and Western.

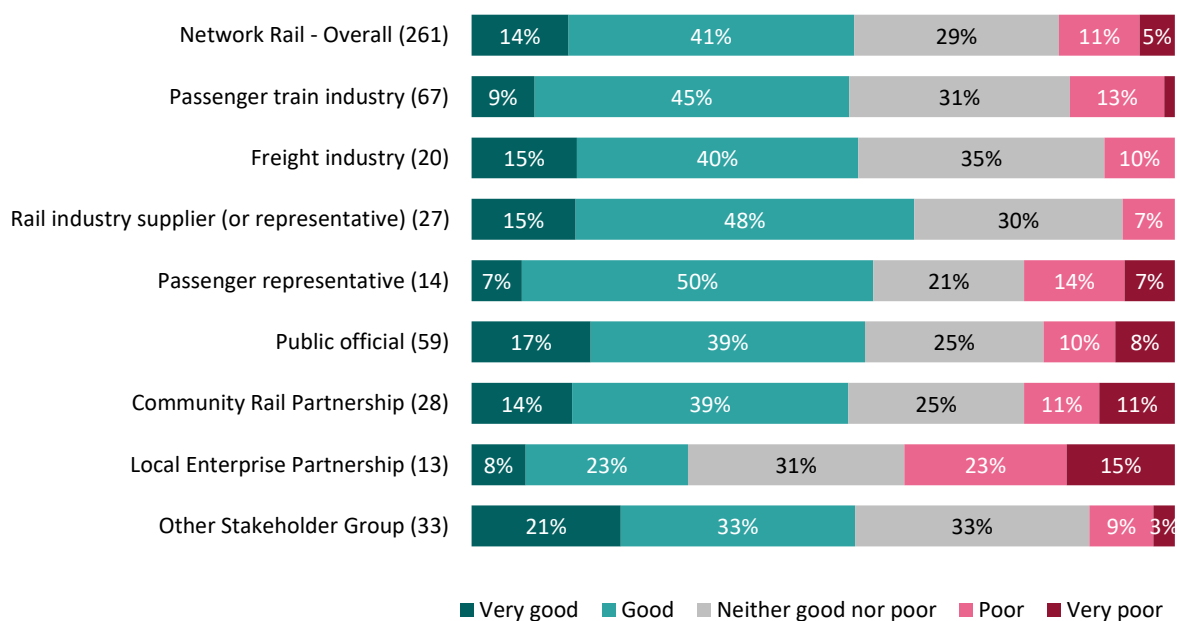
Figure 5: In your opinion, how would you rate Network Rail's engagement with you regarding the principle of being Effective? Please rate the following parts of Network Rail you engaged with.



Base: All Respondents – Number of respondents in each business unit shown in brackets.

4.9 Figure 6 below shows how respondents rate their engagement with Network Rail overall regarding the principle of being **effective** broken down by stakeholder group. It can be seen that over three fifths (63%) of rail industry suppliers rate this as very good or good, while this is the case for four out of 13 respondents (31%) who are in a Local Enterprise Partnership.

Figure 6: In your opinion, how would you rate Network Rail's engagement with you regarding the principle of being Effective? Network Rail – overall, breakdown by stakeholder group.

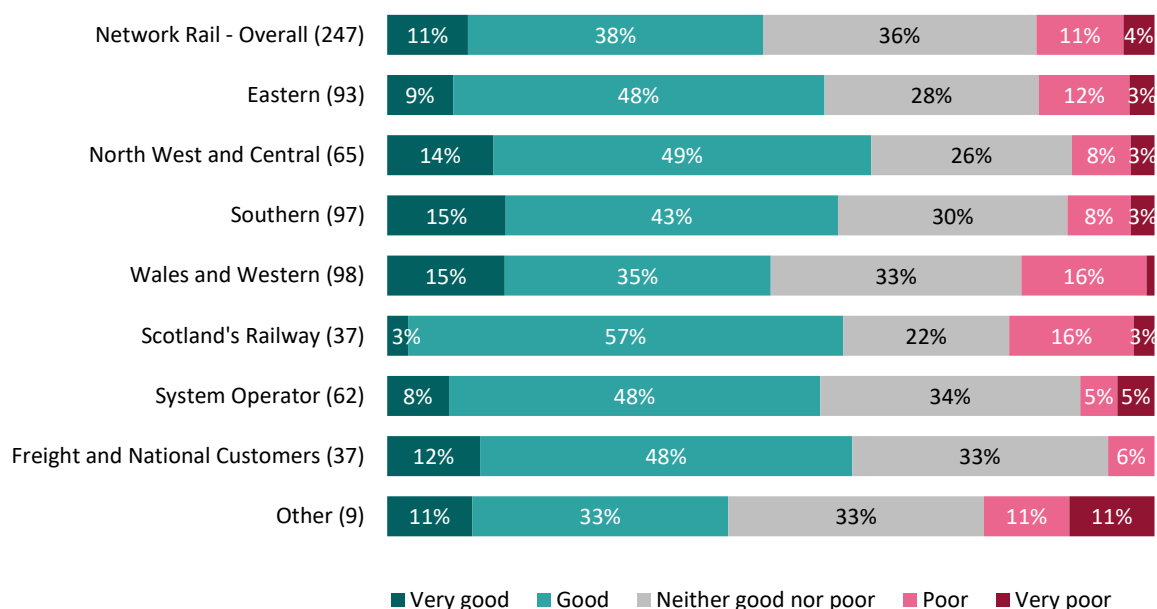


Base: All Respondents – Number of respondents in each stakeholder group shown in brackets.

Well-governed

- 4.10 ORR define the principle of being **well-governed** as engagement which is underpinned by effective processes and governance arrangements that encourage meaningful engagement.
- 4.11 Around half (49%) of respondents rate Network Rail’s overall engagement with them regarding the principle of being well-governed as very good (11%) or good (38%).
- 4.12 When rating individual business units, over two fifths (63%) of respondents who have engaged with North West and Central rate engagement with this business unit regarding the principle of being **well-governed** as very good or good, compared to half (50%) for Wales and Western.

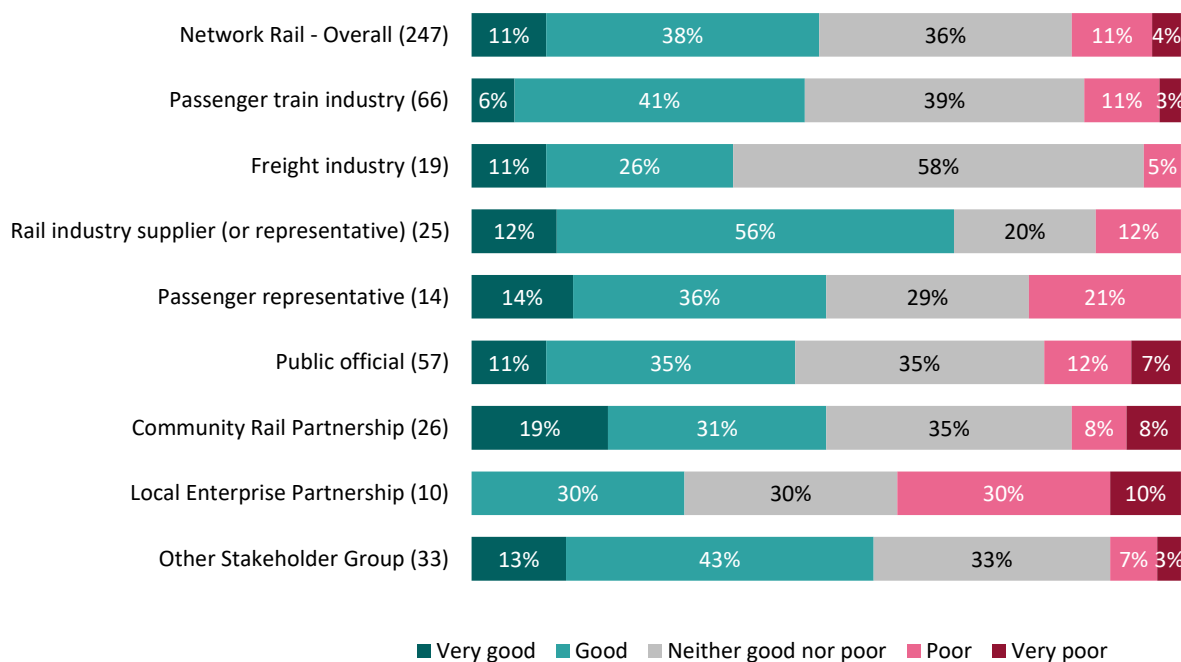
Figure 7: In your opinion, how would you rate Network Rail’s engagement with you regarding the principle of being Well-governed? Please rate the following parts of Network Rail you engaged with.



Base: All Respondents – Number of respondents in each business unit shown in brackets.

- 4.13 Figure 8 overleaf shows how respondents rate their engagement with Network Rail overall regarding the principle of being **well-governed** broken down by stakeholder group. It can be seen that while around two thirds (68%) of rail industry suppliers rate this as very good or good, this is the case for less than two fifths of those in the freight industry (37%) or a Local Enterprise Partnership (30%).

Figure 8: In your opinion, how would you rate Network Rail’s engagement with you regarding the principle of being Well-governed? Network Rail – overall, breakdown by stakeholder group.

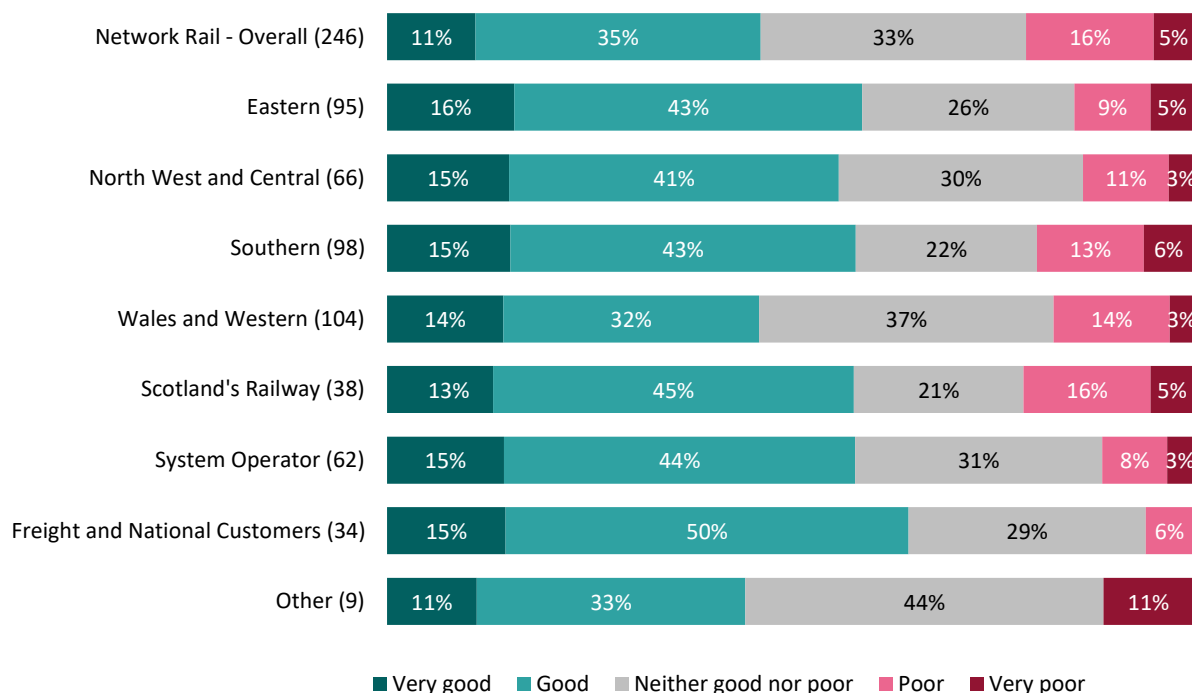


Base: All Respondents – Number of respondents in each stakeholder group shown in brackets.

Transparent

- 4.14 ORR defines the principle of being **transparent** as sufficient information is made available to enable effective engagement with stakeholders.
- 4.15 Figure 9 overleaf shows that less than half (46%) of respondents rate Network Rail’s overall engagement with them regarding the principle of being **transparent** as very good (11%) or good (35%).
- 4.16 When looking at individual business units, almost two thirds (65%) of respondents who have engaged with the Freight and National Customers business unit rated its engagement in terms of transparency as being very good or good, this figure was less than half (46%) for Wales and Western.

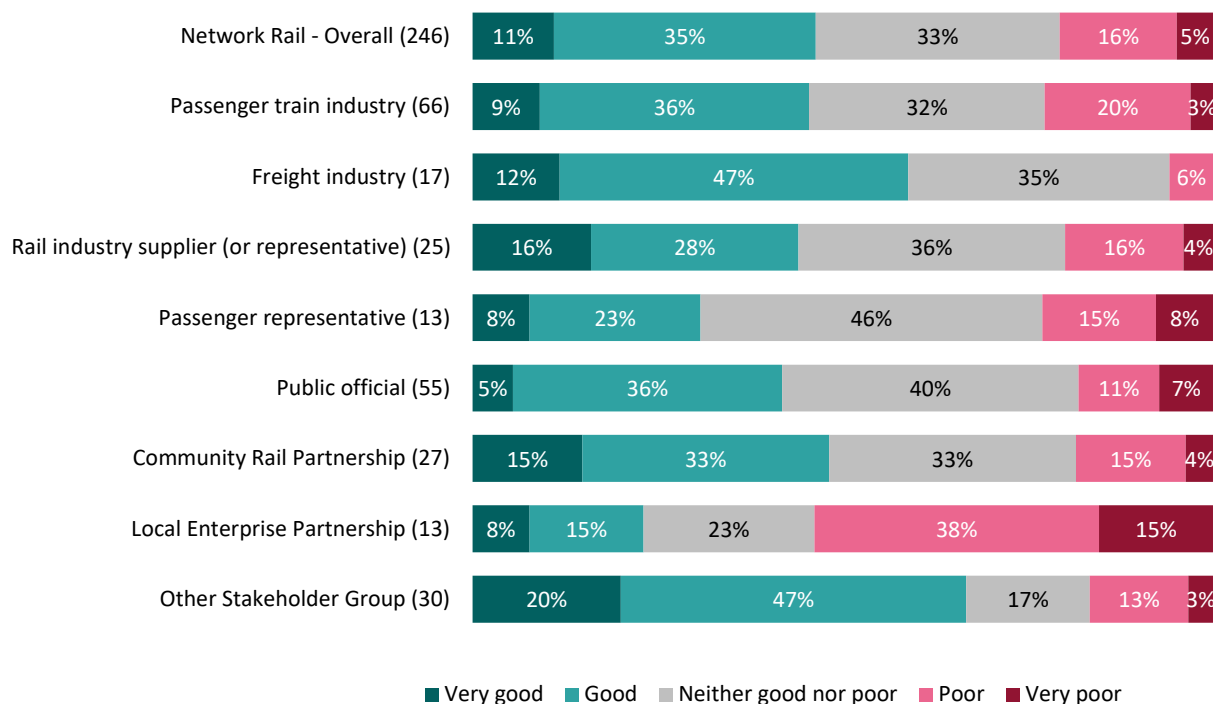
Figure 9: In your opinion, how would you rate Network Rail’s engagement with you regarding the principle of being Transparent? Please rate the following parts of Network Rail you engaged with.



Base: All Respondents – Number of respondents in each business unit shown in brackets.

4.17 Figure 10 overleaf shows how respondents rate their engagement with Network Rail overall regarding the principle of being **transparent** broken down by stakeholder group. It can be seen that while two thirds (59%) of those in the freight industry rate this as very good or good, this is the case for four out of 13 respondents who are passenger representatives (31%) and three out of 13 respondents who are in a Local Enterprise Partnership (23%).

Figure 10: In your opinion, how would you rate Network Rail’s engagement with you regarding the principle of being Transparent? Network Rail – overall, breakdown by stakeholder group.

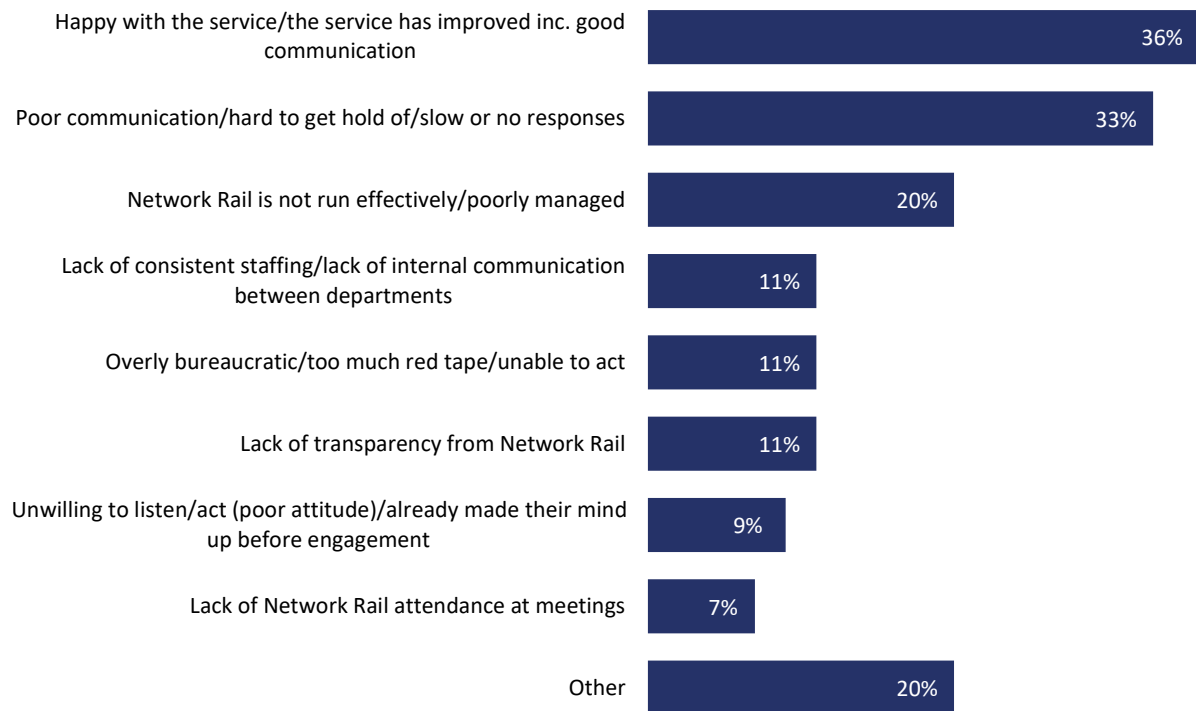


Base: All Respondents – Number of respondents in each stakeholder group shown in brackets.

Further Comments

- 4.18 Respondents were asked if they had any further comments on engagement with regards to the principles of being **inclusive, effective, well-governed** and **transparent**. Figure 11 overleaf summarises the main themes arising from the responses given.
- 4.19 Positively, more than a third (36%) of respondents, who gave further comments, said that they were happy with the service and/or that the service had improved, and that there was good communication. However, a further third (33%) made comments relating to poor communication, saying that Network Rail were hard to get hold of (a point mentioned most frequently by those who have engaged with Southern) or that responses were slow or non-existent.
- 4.20 Other issues commonly mentioned include Network Rail not being run efficiently/poorly managed (20%) as well as lack of consistent staffing/lack of internal communication between departments (11%), overly bureaucratic/too much red tape (11%) and a lack of transparency from Network Rail (11%).

Figure 11: Please share any further comments on Network Rail’s engagement with you regarding the principles of Inclusive, Effective, Well-governed, and/or Transparent stakeholder engagement.



Base: All Respondents who gave further comments – 101; Total number of responses – 158.

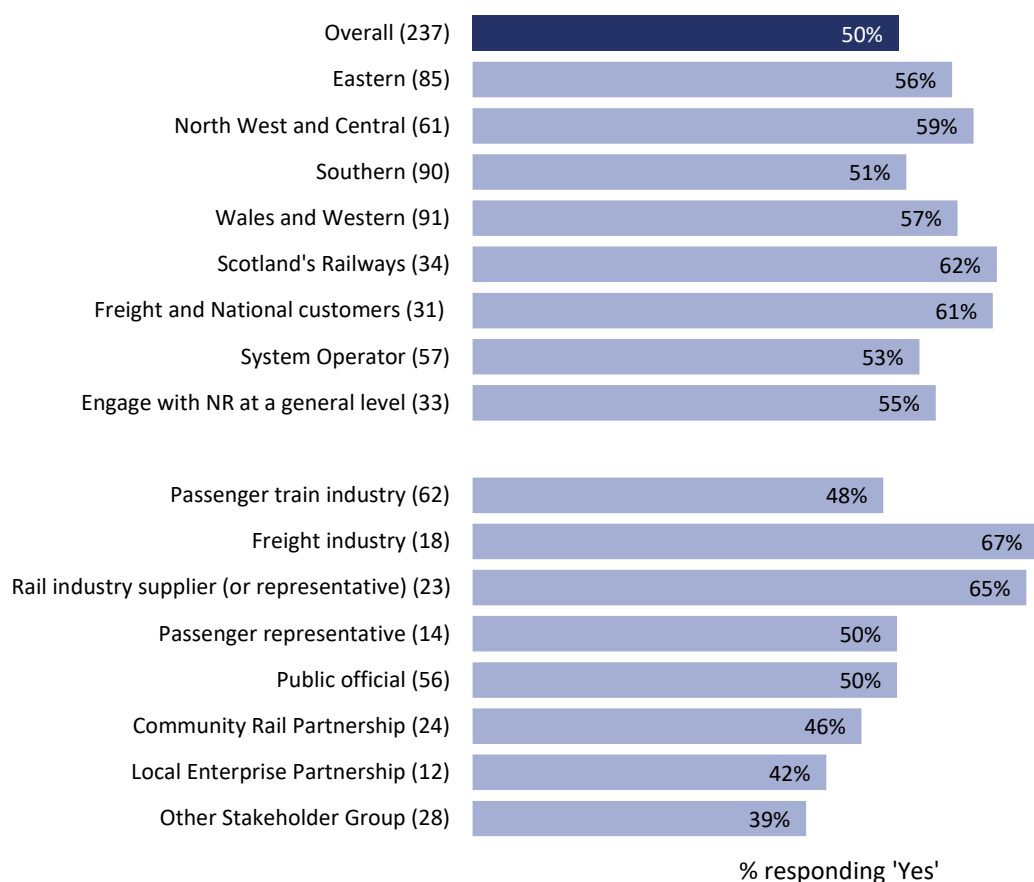
5. Business planning engagement

- 5.1 In this section respondents were asked about Network Rail’s annual business planning, Control Period 7 planning and its COVID-19 recovery activity.

Annual business planning

- 5.2 Network Rail’s annual business planning includes activities such as setting priorities and planning activities to operate, maintain and renew the railway – regardless of time frame.
- 5.3 Overall, half (50%) of respondents said that Network Rail engaged with them about its business planning during the last year (Figure 12). This increases to around three fifths for Scotland’s Railway (62%), the Freight and National Customers business unit (61%) and North West and Central (59%).
- 5.4 When considered by stakeholder group around two thirds of respondents in the freight industry (67%) and rail industry suppliers (or representatives) (65%) said Network Rail engaged with them about its business planning during the last year. This is the case for less than half of respondents in the passenger train industry (48%), Community Rail Partnerships (46%), Local Enterprise Partnerships (five out of 12 respondents - 42%) and other stakeholder groups (39%).

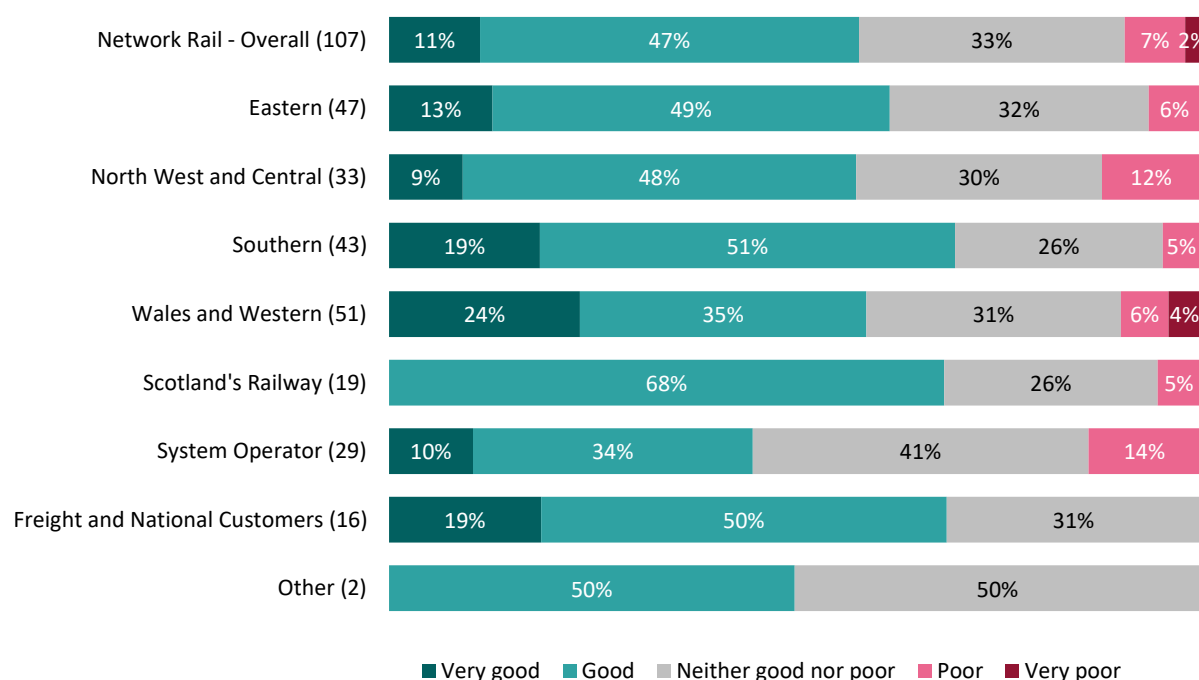
Figure 12: Did Network Rail engage with you about its business planning during the last year (01 April 2021 to 31 March 2022)? Those saying 'Yes'. Overall – breakdown by business unit engaged with and stakeholder group.



Base: All Respondents (237) – Number of responses in each business unit/stakeholder group shown in brackets (Note: Each respondent gave one response only, however some respondents engaged with more than one business unit, and in these cases their response is included in the result for each business unit they have engaged with. Therefore, the sum of the base numbers for each business unit does not equal that of the total number of respondents).

- 5.5 Almost three fifths (58%) of respondents rate Network Rail’s overall engagement with them about their business planning as ‘good’ (very good (11%) or good (47%)) (Figure 13 below). This varies by business unit with around seven in ten respondents who have engaged with Southern (70%), the Freight and National Customers business unit (11 out of 16 respondents - 69%) and Scotland’s Railways (13 out of 19 respondents - 68%) rating engagement on business planning as very good or good. In contrast, less than half of respondents who engaged with the System Operator (45%) rate this as very good or good.

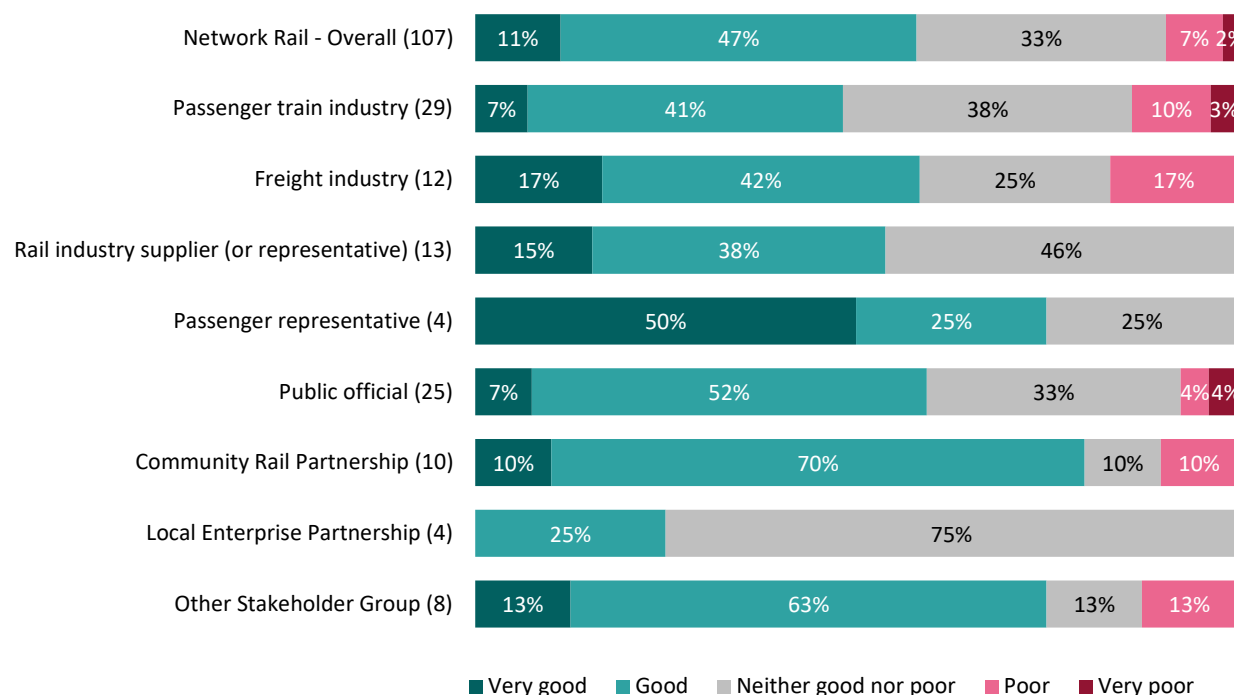
Figure 13: How would you rate Network Rail’s engagement with you about its annual business planning? Please rate the following part(s) of Network Rail that you engaged with.



Base: All Respondents who engaged with Network Rail about business planning – Number of respondents in each business unit shown in brackets.

- 5.6 Figure 14 overleaf shows how respondents rate their engagement with Network Rail overall regarding the business planning broken down by stakeholder group. It can be seen that eight out of ten respondents in a Community Rail Partnership (80%), three out of four passenger representatives (75%) and six out of eight respondents in an other stakeholder group (75%) rate engagement on business planning as very good or good, this is the case for less than half of those in the passenger train industry (48%) and only one out of four respondents in a Local Enterprise Partnership (25%).

Figure 14: How would you rate Network Rail’s engagement with you about its annual business planning? Network Rail – Overall, breakdown by stakeholder group.



Base: All Respondents who engaged with Network Rail about business planning – Number of respondents in each stakeholder group shown in brackets.

- 5.7 Respondents were asked for any further comments concerning Network Rail’s annual business planning. There were 36 respondents who gave a response to this question, which is too small a number to be able to carry out a quantitative thematic coding of responses. However, a brief overview of the comments is provided below.
- 5.8 Many comments were broadly positive about the engagement highlighting a high level of and good quality engagement:

“Good show and tell sessions ... there were a lot of feedback and comms in correspondence. Good current support with BPCs.” (Engaged with Eastern, North West and Central, and Scotland’s Railway)

“NR treat me very well and are interested in what we are trying to achieve for the greater good of the industry.” (Engaged with the Freight and National Customers business unit)

“We have monthly mailings about strategic planning, about upcoming regional and local works and regular surveys from the communications team.” (Engaged with Southern)

- 5.9 However, several respondents noted differences in engagement between different business units. In particular, there were complaints with the level of Southern and North

West and Central’s engagement, whilst Wales and Western and the System Operator were named as having good engagement.

“Network Rail Wales and Western have been proactive in initiating discussion about planning for CP7. There hasn't been any similar engagement from Network Rail Southern.” (Engaged with Southern and Wales and Western)

“Engagement was only with System Operator. No engagement with regions.” (Engaged with the System Operator, the Freight and National Customers business unit, Southern, North West and Central, and Eastern)

“We have had no contact from Network Rail North West even though there are lines in North Yorkshire and connectivity with the West Coast Main Line that are business unit North West, this has been raised before and was raised in the East session.” (Engaged with Eastern, North West and Central, the System Operator, and at a general level)

“We are a small operator with a national coverage. Our adjacent regions (NW&C and W&W) tend to be much better at communication the strategic thinking in preparation for CP7. Other regions are poor in relation.” (Engaged with all business units but primarily engaged with System Operator)

- 5.10 While Wales and Western received some praise they also received criticism from a few stakeholders who felt that the engagement was too one-way, and that stakeholders did not have sufficient opportunity to add their input.

“Issues highlighted not addressed and no feedback.” (Engaged with Wales and Western)

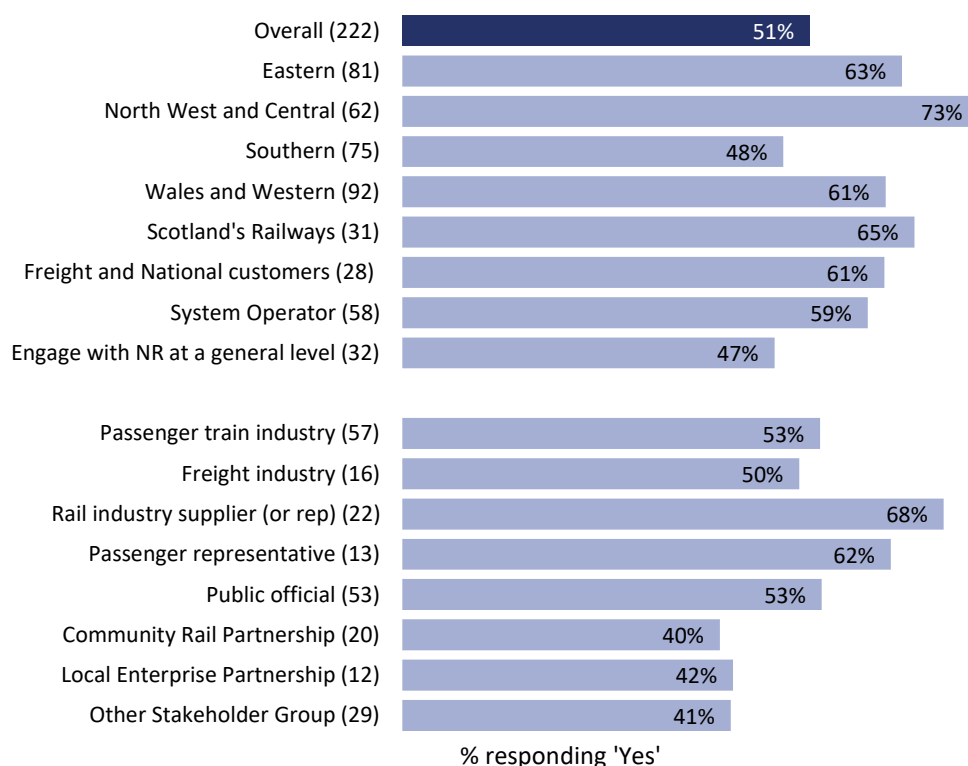
“It was more about "telling" than meaningful engagement.” (Engaged with Wales and Western)

“Very high level - more inform than consult and seek views/inputs.” (Engaged with Wales and Western)

Control Period 7 (CP7) planning

- 5.11 ORR launched Periodic Review 23 (PR23) in summer 2021. PR23 will establish the funding and outputs that Network Rail (or Great British Railways) must deliver over the five years from 2024-2029 (Control Period 7). Its strategic business plan is an important part of the periodic review process and should reflect stakeholder priorities.
- 5.12 Around half (51%) of all respondents said that Network Rail engaged with them about its Control Period 7 planning during the last year (Figure 15 below). Almost three quarters (73%) of respondents who engaged with North West and Central said that Network Rail engaged with them about Control Period 7 planning, whereas this is the case for less than half (48%) of those who have engaged with Southern.
- 5.13 In terms of stakeholder groups, while around two thirds of respondents who are rail industry suppliers (68%) engaged with Network Rail about CP7 planning during the last year, this is the case for only two fifths of respondents in a Community Rail Partnership (40%).

Figure 15: Did Network Rail engage with you about its Control Period 7 planning during the last year (01 April 2021 to 31 March 2022)? Those saying 'Yes'. Overall – breakdown by business unit engaged with and stakeholder group.

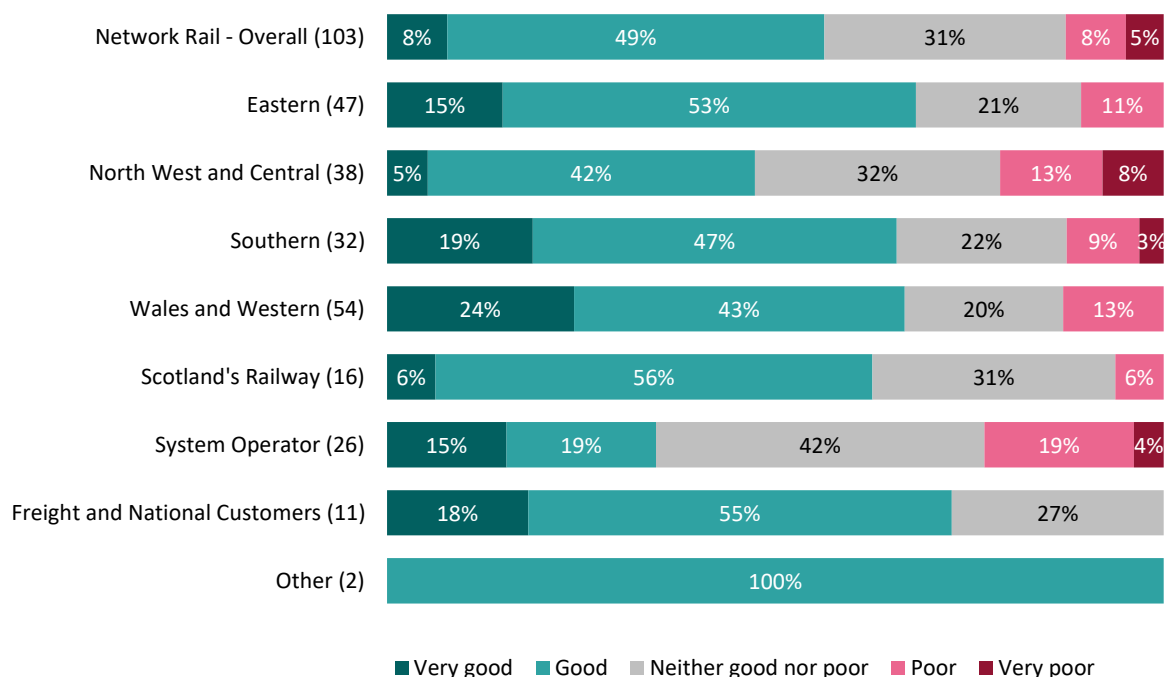


Base: All Respondents (222) – Number of responses in each business unit/stakeholder group shown in brackets (Note: Each respondent gave one response only, however some respondents engaged with more than one business unit, and in these cases their response is included in the

result for each business unit they have engaged with. Therefore, the sum of the base numbers for each business unit does not equal that of the total number of respondents).

5.14 Figure 16 below shows that over half (56%) of respondents rate Network Rail’s overall engagement with them regarding its Control Period 7 planning as very good (8%) or good (49%). This varies by business unit; almost three quarters of respondents who have engaged with the Freight and National Customers business unit (73%) rate engagement regarding Control Period 7 planning as very good or good, compared to just over a third of respondents who have engaged with the System Operator (35%).

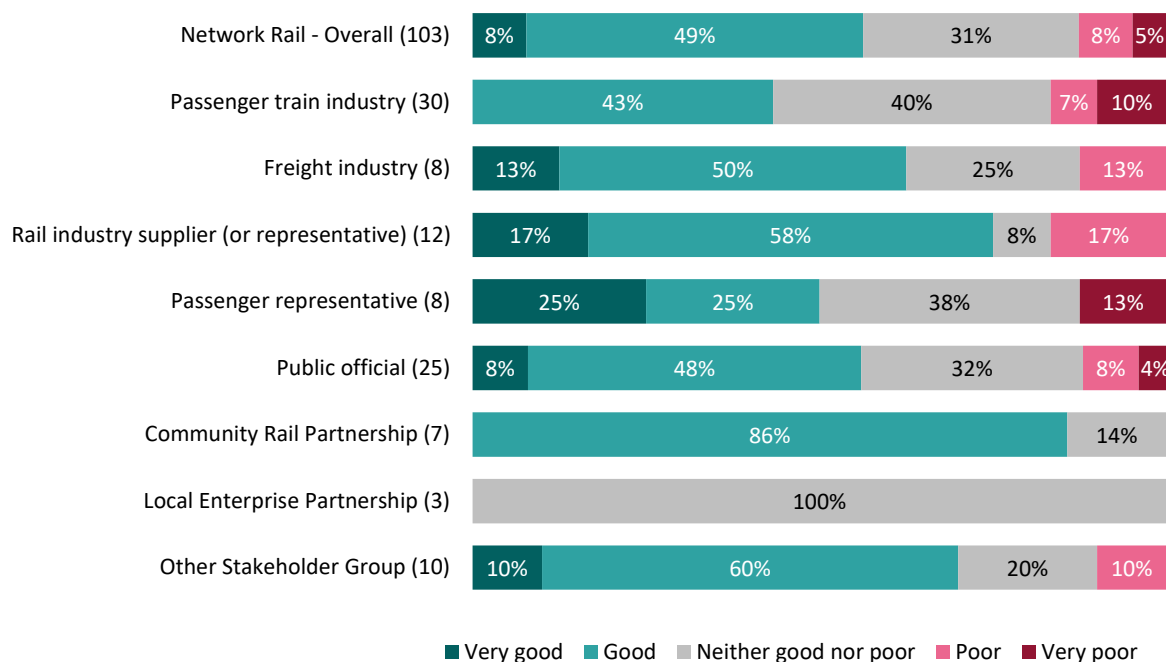
Figure 16: How would you rate Network Rail’s engagement with you on its Control Period 7 planning? Please rate the following part(s) of Network Rail that you engaged with.



Base: All Respondents who engaged with Network Rail on Control Period 7 planning – Number of respondents in each business unit shown in brackets.

5.15 Figure 17 overleaf shows how respondents rate their engagement with Network Rail overall regarding Control Period 7 planning broken down by stakeholder group. It can be seen that while six out of seven respondents (86%) in a Community Rail Partnership rate this as very good or good, this is the case for less than half of those in the passenger train industry (43%), and none of the three respondents in a Local Enterprise partnership.

Figure 17: How would you rate Network Rail’s engagement with you on its Control Period 7 planning? Network Rail – Overall, breakdown by stakeholder group.



Base: All Respondents who engaged with Network Rail on Control Period 7 planning (103) – Number of respondents in each stakeholder group shown in brackets.

- 5.16 Respondents were asked for any further comments concerning Network Rail’s Control Period 7 (CP7) planning. There were 39 respondents who gave a response to this question, which is too small a number to be able to carry out a quantitative thematic coding of responses. However, a brief qualitative overview of the comments is provided below.
- 5.17 Several respondents were positive about Network Rail’s CP7 planning engagement especially when this engagement was proactive and early in the planning process:

“Kept us updated and sent information following presentations.” (Engaged with Southern)

“Early involvement is welcomed and provides the opportunity to link local authority growth plans with the planning for CP7.” (Engaged with Wales and Western)

“Excellent session, well run and very informative.” (Engaged with Wales and Western)

- 5.18 Variation in engagement by business unit was again highlighted by respondents. A number of respondents gave Wales and Western compliments on the quality of their engagement compared to other business units and proposed it as a potential model for other business units to replicate in their engagement:

“Wales and Western have been very proactive and clear about CP7. They have already held a number of events and shared information. All we've had from North West and Central is a stakeholder questionnaire, with no deadline. They should speak to Wales & Western to see what they have done/achieved.” (Engaged with Wales and Western and North West and Central)

“I have only had visibility of Wales & Western. The process used to prepare for CP6 planning seemed to work fine, so I am disappointed that other regions have not yet followed the W&W lead.” (Engaged with all business units but primarily at a general level)

“Network Rail Wales and Western's engagement on CP7 has been regionally focused, which has enabled good discussion through a series of workshops. There has been no CP7 engagement from Network Rail Southern, which is most disappointing...” (Engaged with Southern and Wales and Western)

- 5.19 Criticisms of CP7 engagement included: a lack of detail provided during the engagement on the CP7 planning and Network Rail not being proactive enough in their engagement:

“Engagement offered only scant detail on the CP7 process and scope... Whilst this lack of information represented an immaturity in the process for CP7 relative to its timeline, it also seemed to represent a lack of a grasp on key issues... More specifics and more quantification of the CP7 planning would be welcome.” (Engaged with Southern)

“It took some pressure from ourselves to get this kicked off. A frustration is that if we didn't approach NR, we wouldn't have the engagement.” (Engaged with Eastern and Wales and Western)

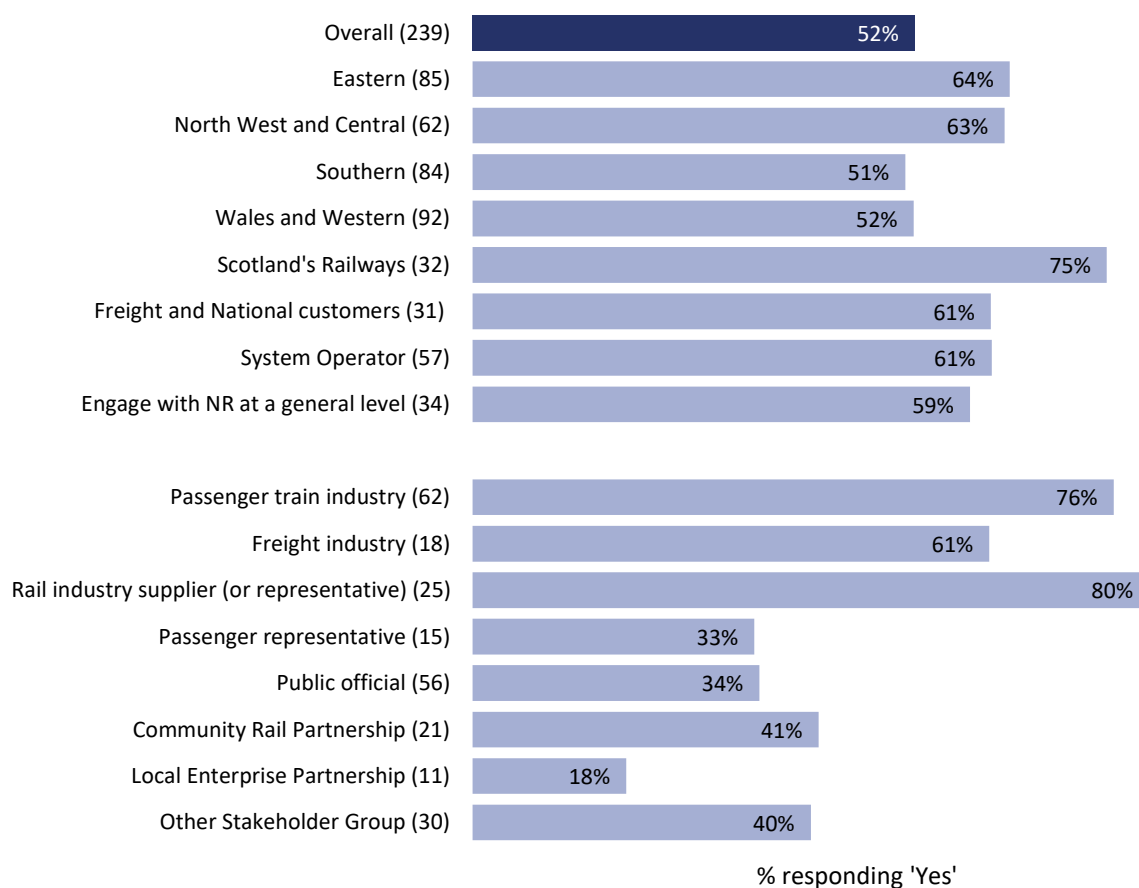
“I had to do the pushing for engagement, rather than Network Rail coming to me.” (Engaged with Eastern and Wales and Western)

Covid-19 recovery activity

5.20 The COVID-19 pandemic has had a significant impact on the operation and recovery of the railway.

5.21 Just over half (52%) of all respondents said that Network Rail engaged with them in relation to Covid-19 recovery activity in the last year (Figure 18). This figure increases to around three quarters (75%) for those who have engaged with Scotland's Railway, and those in the passenger train industry (76%) and four fifths of respondents who are a rail industry supplier or representative (80%).

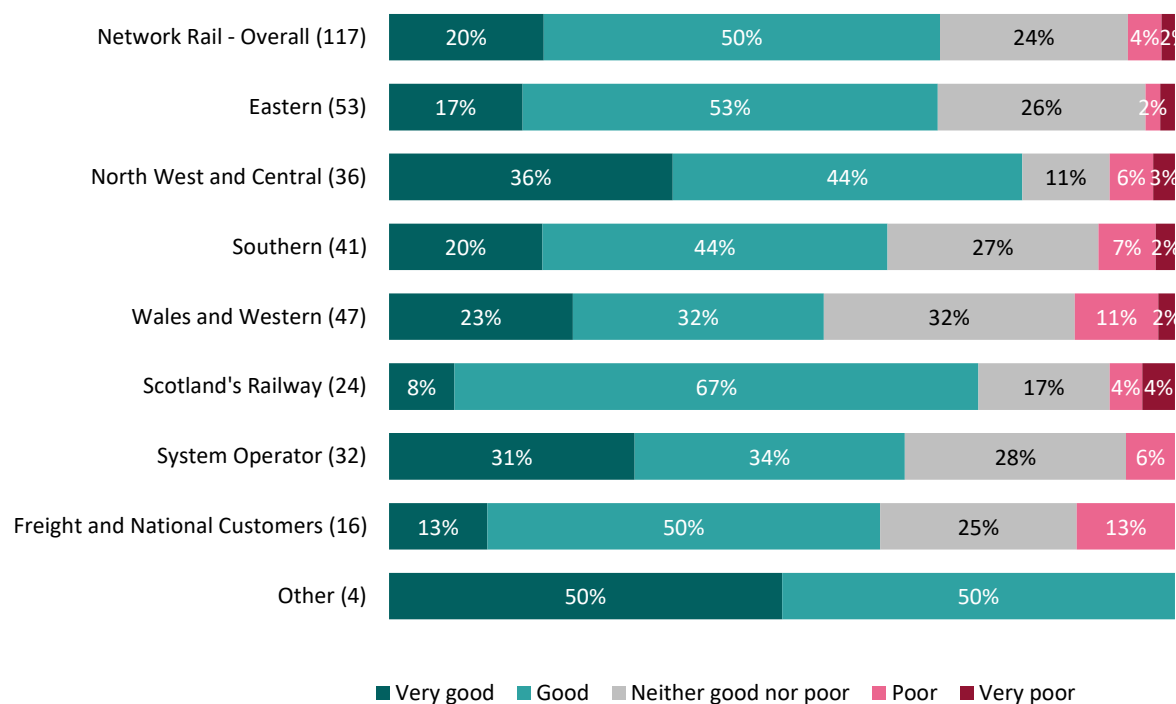
Figure 18: Did Network Rail engage with in relation to Covid-19 recovery activity in the last year (01 April 2021 to 31 March 2022)? Those saying 'Yes'. Overall – breakdown by business unit engaged with and stakeholder group.



Base: All Respondents (239) – Number of responses in each business unit/stakeholder group shown in brackets (Note: Each respondent gave one response only, however some respondents engaged with more than one business unit, and in these cases their response is included in the result for each business unit they have engaged with. Therefore, the sum of the base numbers for each business unit does not equal that of the total number of respondents).

5.22 Figure 19 below shows that one in seven (70%) respondents rate Network Rail’s overall engagement with them regarding Covid-19 recovery activity as very good (20%) or good (50%). This varies by business unit with around four fifths of respondents who have engaged with North West and Central (81%) and all of the four respondents who have engaged with an other area, rating engagement regarding Covid-19 recovery activity as very good or good, compared to 55% of respondents who have engaged with Wales and Western.

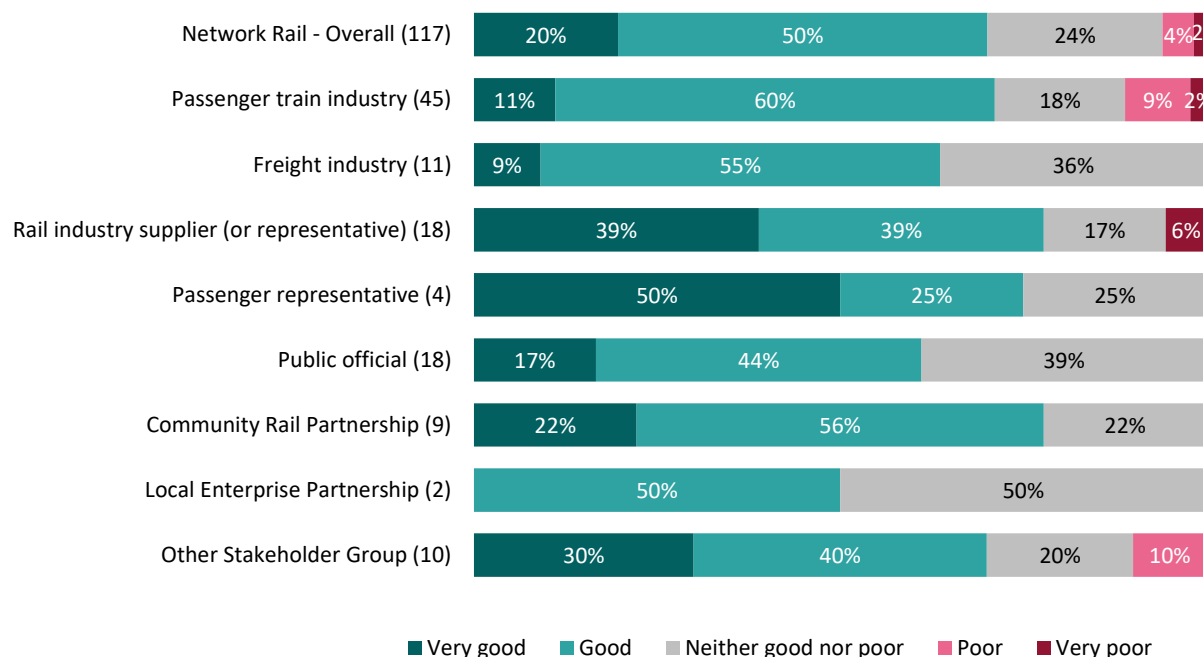
Figure 19: How would you rate Network Rail’s engagement with you on COVID-19 recovery activity? Please rate the following part(s) of Network Rail that you engaged with.



Base: All Respondents who engaged with Network Rail on COVID-19 recovery activity – Number of respondents in each business unit shown in brackets.

5.23 Figure 20 overleaf shows how respondents rate their engagement with Network Rail overall regarding Covid-19 recovery activity broken down by stakeholder group. It can be seen that while 14 out of 18 respondents who are rail industry suppliers (78%) and seven out of nine respondents in a Community Rail Partnership (78%) rate this as good or very good, this is the case for only 11 out of 18 (61%) of respondents who are public officials and only one of the two respondents in a Local Enterprise Partnership (50%).

Figure 20: How would you rate Network Rail’s engagement with you on COVID-19 recovery activity? Network Rail – overall, breakdown by stakeholder group.



Base: All Respondents who engaged with Network Rail on COVID-19 recovery activity (117) – Number of respondents in each stakeholder group shown in brackets.

- 5.24 Respondents were asked for any further comments concerning Network Rail’s COVID-19 recovery engagement. There were 31 respondents who gave a response to this question, which is too small a number to be able to carry out a quantitative thematic coding of responses. However, a brief qualitative overview of the comments is provided below.
- 5.25 Most comments were positive about the quality of Network Rail’s COVID-19 recovery engagement highlighting the frequency and clarity of communication and the willingness to hear the views of stakeholders:

“There was a high degree of collaboration in relation to Covid measures.” (Engaged with Wales and Western and the System Operator)

“We were kept informed on the risks and what NR did. This is an area where NR did well from an operational and maintenance perspective.” (Engaged with Eastern and Wales and Western)

“Weekly phone conferences were set up to share risks and mitigations across all train operators and Network Rail NW&C. Collaborative options were explored for joint overspill mess room areas and improved cleaning facilities to assist in train turn rounds at locations like Manchester Piccadilly.” (Engaged with North West and Central)

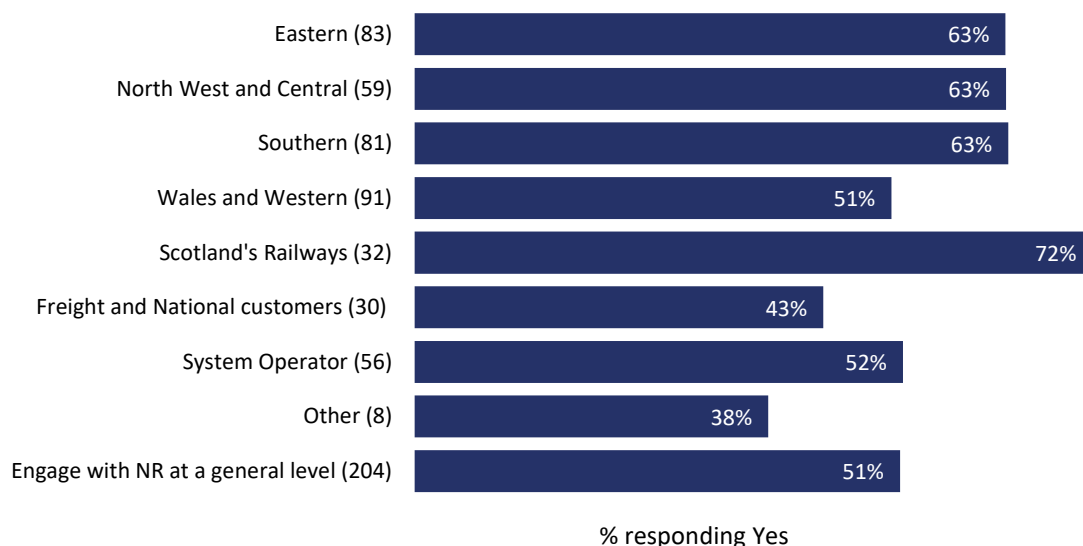
“Engagement at a local level between asset managers in both organisations in relation to how compliance was being dealt with through the COVID-19 pandemic was really good. Full engagement and transparency.” (Engaged with Eastern)

6. Enhancements Delivery Plan engagement

Enhancements Delivery Plan

- 6.1 The Enhancements Delivery Plan (EDP) sets out the enhancement commitments (development of new infrastructure) that Network Rail has made to Department of Transport and Transport Scotland. An aim of the plan is to provide visibility on infrastructure commitments and their status to stakeholders.
- 6.2 Respondents were asked whether each business unit they have engaged with had engaged with them on the planning of enhancements in the last year. Figure 21 below shows that over seven in ten (72%) who engaged with Scotland's Railways said this was the case. This falls to just over two fifths (43%) for those who engaged with the Freight and National customers business unit.

Figure 21: Did the following part(s) of Network Rail engage with you on the planning of railway enhancements in the last year (01 April 2021 to 31 March 2022)? Those saying 'Yes'.

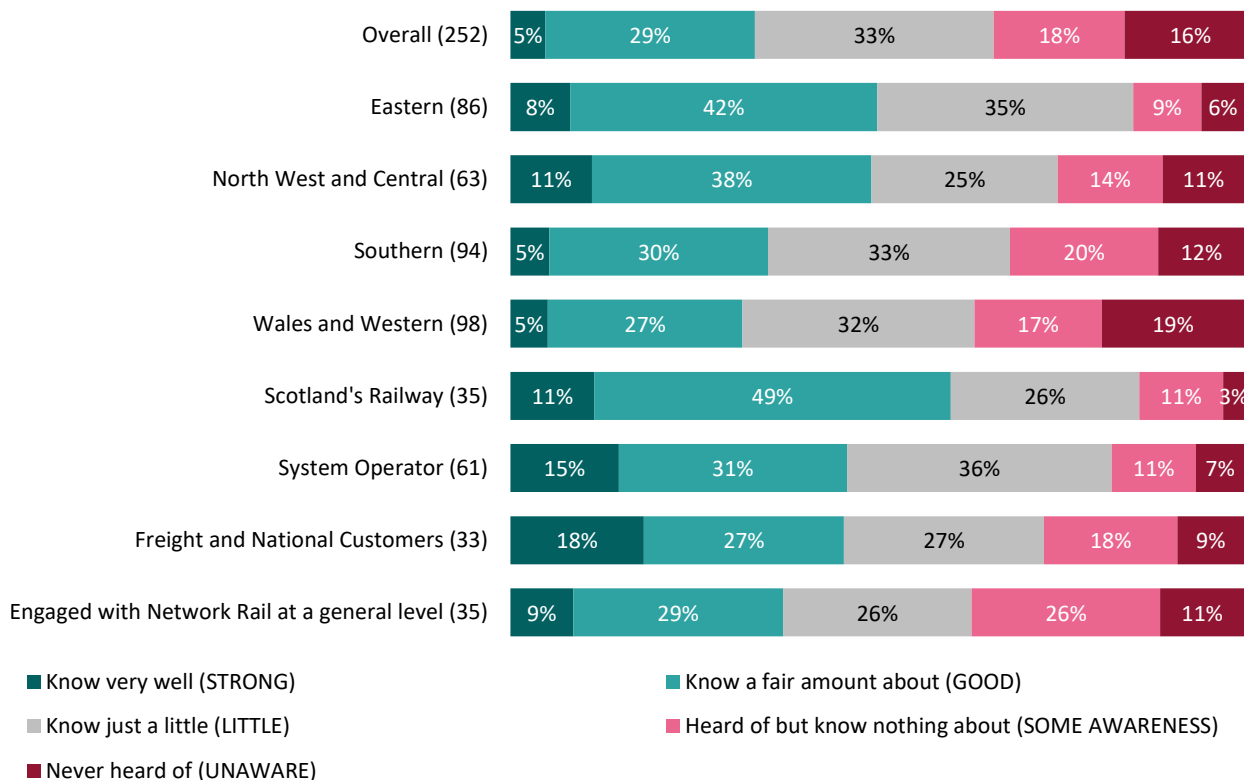


Base: All Respondents – Number of respondents in each business unit/stakeholder group shown in brackets.

- 6.3 Overall, over four fifths (84%) are aware of the Enhancements Delivery Plan; however only a third (33%) say they have a strong (5%) or good (29%) knowledge of it. When this is broken down by business unit engaged with, it can be seen that the highest level of knowledge of the plan is amongst respondents who have engaged with Scotland's

Railway (60%), and the lowest is for respondents who have engaged with Wales and Western (32%).

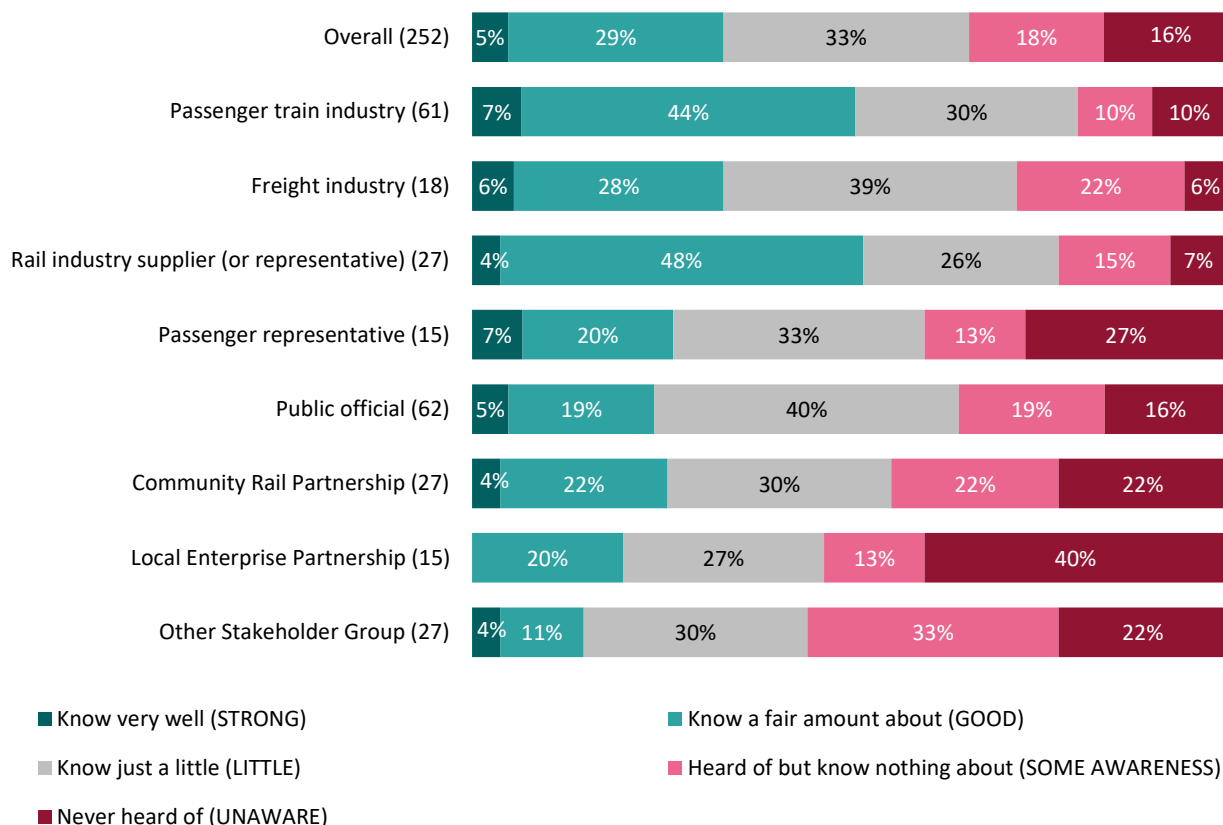
Figure 22: Which of the following best describes your knowledge of the Enhancements Delivery Plan? Breakdown by business unit engaged with.



Base: All Respondents (252) – Number of responses in each business unit shown in brackets (Note: Each respondent gave one response only, however some respondents engaged with more than one business unit, and in these cases their response is included in the result for each business unit they have engaged with. Therefore, the sum of the base numbers for each business unit does not equal that of the total number of respondents).

6.4 When broken down by stakeholder group, Figure 23 overleaf shows the highest level of knowledge of the Enhancements Delivery Plan to be amongst respondents who are rail industry suppliers or representatives (52%) and respondents in the passenger train industry (51%). The lowest level of knowledge of the plan is amongst other stakeholder groups (15%).

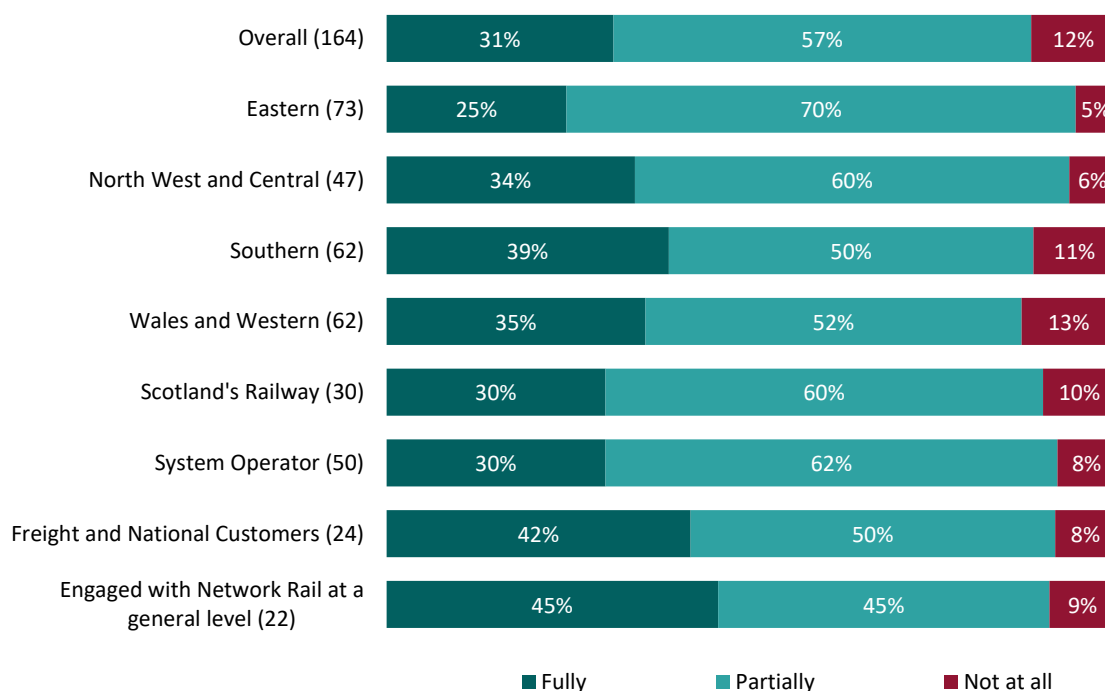
Figure 23: Which of the following best describes your knowledge of the Enhancements Delivery Plan? Breakdown by stakeholder group.



Base: All Respondents (252) – Number of respondents in each stakeholder group shown in brackets.

- 6.5 When asked whether the Enhancements Delivery Plan in its current format provides the information required to plan their business, just under a third (31%) of respondents said that it did fully, with a further 57% saying it at least partially met their needs. Just over one in ten (12%) said that it did not meet their needs at all (Figure 24 overleaf).
- 6.6 When broken down by business unit engaged with, it can be seen that while only a quarter (25%) of respondents who have engaged with Eastern say that the plan fully meets their needs, only 5% say that it doesn't meet their needs at all. Conversely, while over a third (35%) of respondents who have engaged with Wales and Western say that the plan fully meets their needs, 13% say that the plan doesn't meet their needs at all.

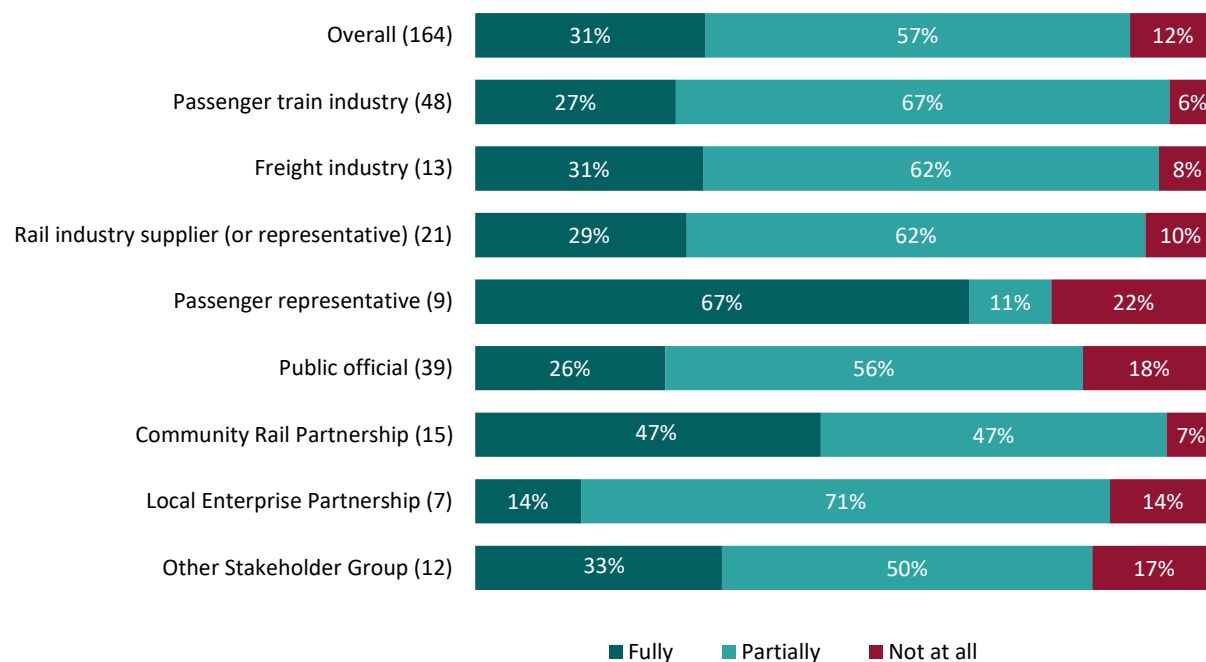
Figure 24: In your opinion, does the Enhancement Delivery Plan in its current format provide you with the information you require to plan your business? Breakdown by business unit engaged with.



Base: All Respondents who describe their knowledge of the Enhancements Delivery Plan as strong, good or little (164) – Number of responses in each business unit shown in brackets (Note: Each respondent gave one response only, however some respondents engaged with more than one business unit, and in these cases their response is included in the result for each business unit they have engaged with. Therefore, the sum of the base numbers for each business unit does not equal that of the total number of respondents).

6.7 When considered by stakeholder group (Figure 25 overleaf) it is noteworthy that almost a fifth of respondents who are public officials (18%) think that the plan doesn't meet their needs at all, while only 6% of respondents in the passenger train industry feel this is the case. Six of the nine respondents who are passenger representatives (67%) and seven of the 15 respondents in a Community Rail Partnership (47%) feel that the plan fully meets their needs.

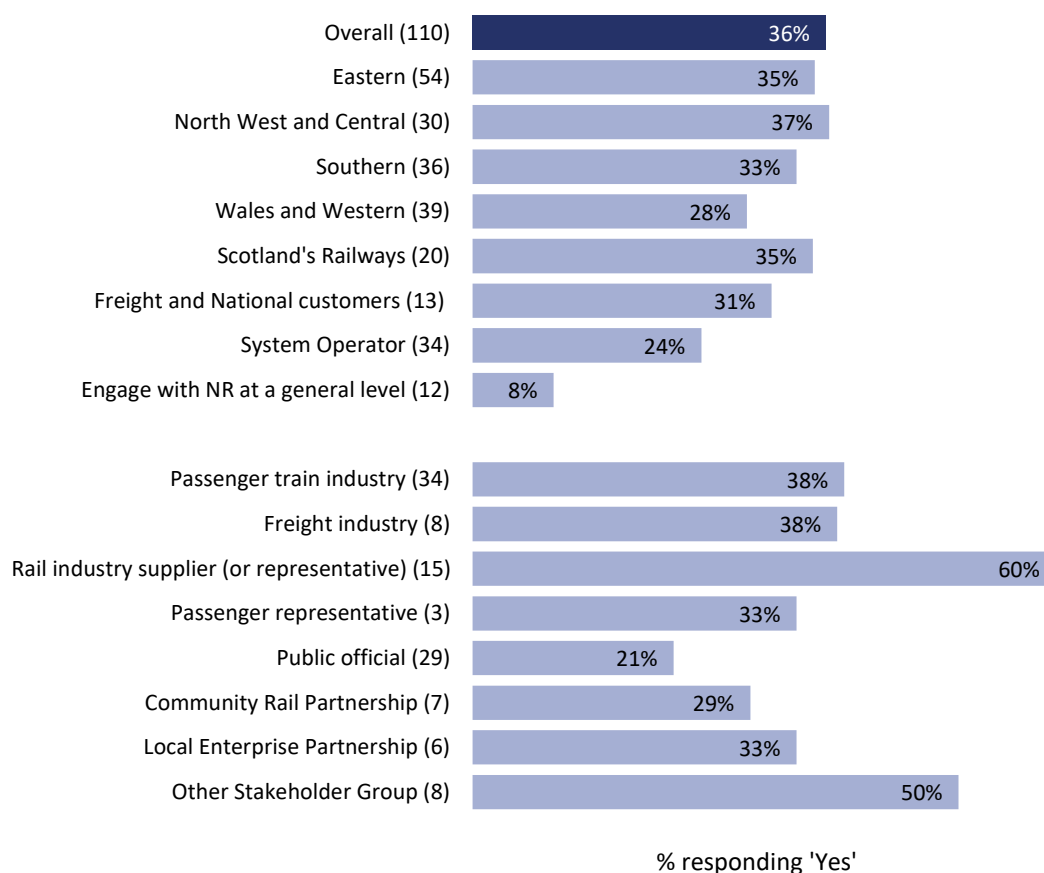
Figure 25: In your opinion, does the Enhancement Delivery Plan in its current format provide you with the information you require to plan your business? Breakdown by stakeholder group.



Base: All Respondents who describe their knowledge of the Enhancements Delivery Plan as strong, good or little (164) – Number of respondents in each stakeholder group shown in brackets.

- 6.8 Those who said that the plan did not fully meet their needs were asked if they had discussed this with Network Rail (Figure 26 overleaf). Overall, less than two fifths (36%) have done so. This falls to 28% of respondents who have engaged with Wales and Western and 24% of respondents who have engaged with the System Operator.
- 6.9 Nine of the 15 respondents (60%) who are rail industry suppliers or representatives have discussed the plan not fully meeting their needs with Network Rail, while this is the case for only around a fifth (21%) of respondents who are public officials.

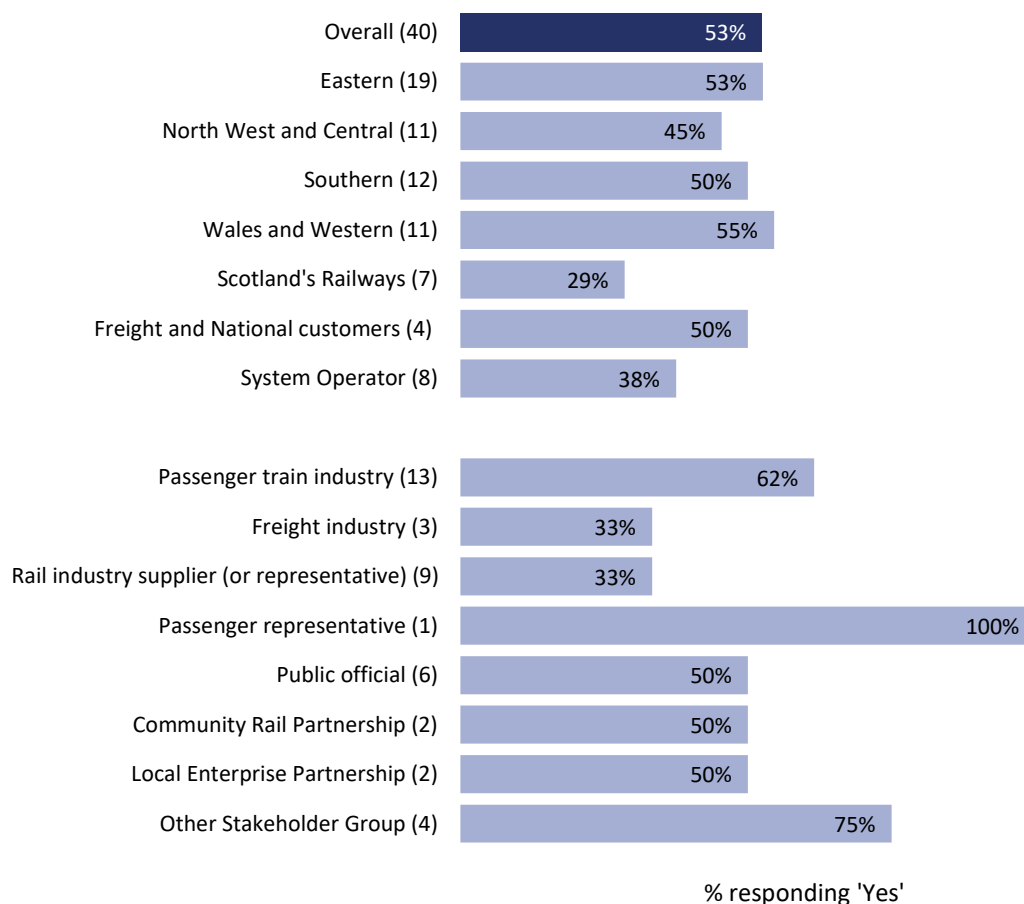
Figure 26: You said that the Enhancement Delivery Plan (EDP) in its current format does not fully provide you with the information required to plan your business. Have you discussed this with Network Rail? Those saying yes. Breakdown by business unit engaged with and stakeholder group.



Base: All Respondents who said that the Enhancements Delivery Plan (EDP) in its current format does not fully provide them with the information required to plan their business (110) – Number of responses in each business unit/stakeholder group shown in brackets (Note: Each respondent gave one response only, however some respondents engaged with more than one business unit, and in these cases their response is included in the result for each business unit they have engaged with. Therefore, the sum of the base numbers for each business unit does not equal that of the total number of respondents).

6.10 Around half (53%) of the respondents who discussed the Enhancements Delivery Plan, and the information they require to plan their business, with Network Rail say that Network Rail provided them with additional information. Figure 27 overleaf shows the breakdown by Network Rail business unit and stakeholder group – though it should be borne in mind that the sample size in each group is very low.

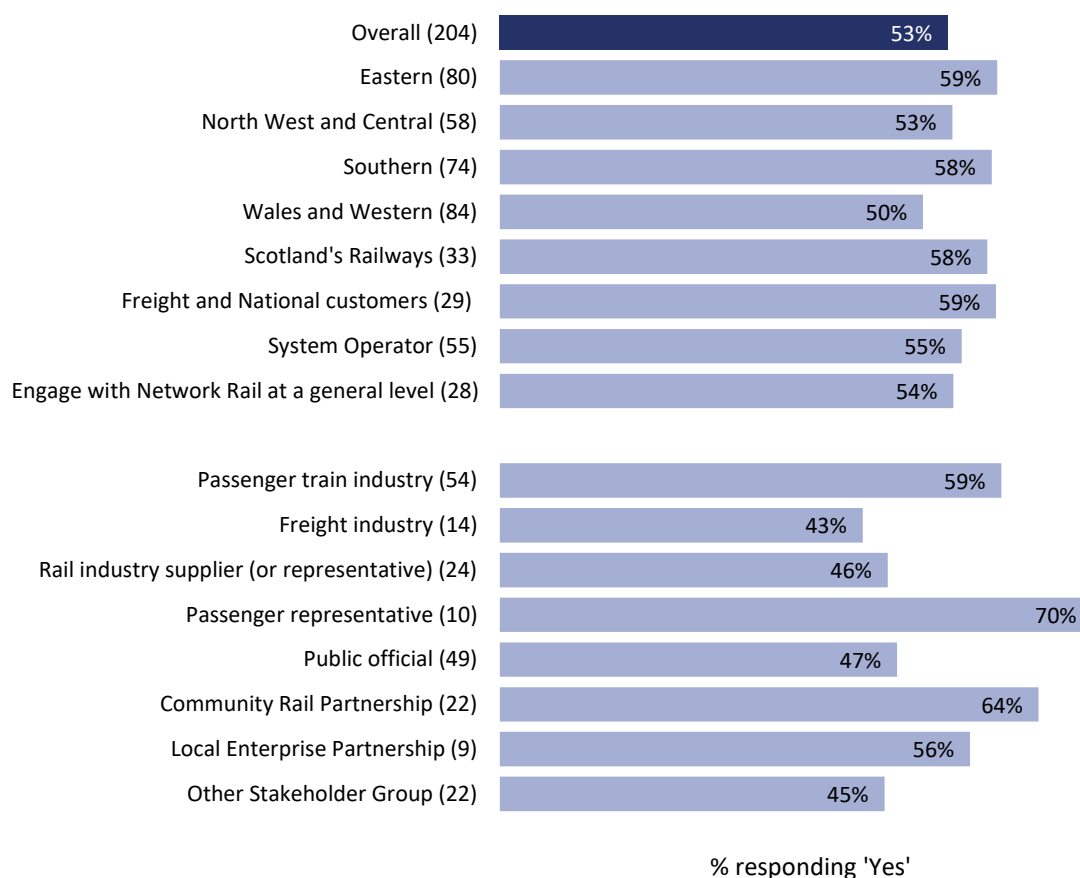
Figure 27: Did Network Rail provide you with any additional information on enhancement schemes? Those saying Yes. Breakdown by business unit engaged with and stakeholder group.



Base: All Respondents who discussed the information required to plan their business with Network Rail (40) – Number of responses in each business unit/stakeholder group shown in brackets (Note: Each respondent gave one response only, however some respondents engaged with more than one business unit, and in these cases their response is included in the result for each business unit they have engaged with. Therefore, the sum of the base numbers for each business unit does not equal that of the total number of respondents).

- 6.11 Across all respondents just over half (53%) feel that they have all the information about Network Rail's enhancements they need to plan their business, which means that almost half (47%) do not have all the information they need (Figure 28 overleaf).
- 6.12 Almost three fifths of respondents who have engaged with Eastern (59%), the Freight and National Customers business unit (59%), Southern (58%) and Scotland's Railway (58%) feel they have all the information they need on enhancements in order to plan their business. However, this falls to 53% of respondents who have engaged with North West and Central, and 50% of respondents who have engaged with Wales and Western.

Figure 28: Considering all the sources of information you have on Network Rail’s enhancements, in your opinion, would you say that you have the information you need to plan your business? Those saying Yes. Breakdown by business unit engaged with and stakeholder group.



Base: All Respondents (204) – Number of responses in each business unit/stakeholder group shown in brackets (Note: Each respondent gave one response only, however some respondents engaged with more than one business unit, and in these cases their response is included in the result for each business unit they have engaged with. Therefore, the sum of the base numbers for each business unit does not equal that of the total number of respondents).

- 6.13 Respondents were asked what further information they required from Network Rail to plan their business. There were 56 respondents who gave a response to this question which is too small a number to be able to carry out a quantitative thematic coding of responses. However, a brief qualitative overview of the comments is provided below.
- 6.14 Several respondents mentioned the need for better information on planning timelines with more accurate dates so that they can better plan their business. For example:

“Advance notice and future details of any planning Network Rail has completed, or it can be shared for the Heart of Wales Line and connecting routes.” (Engaged with Wales and Western)

“An updated, realistic Enhancements Plan with committed funding and timescales.” (Engaged with Eastern, North West and Central, and Southern)

“Better, more accurate dates for works. Missed milestones are unhelpful.” (Engaged with Southern)

“How these are developed and timescales and how they have been progressed would be helpful.” (Engaged with Eastern, North West and Central, the System Operator, and at a general level)

“Proper plan with milestones and dates.” (Engaged with Scotland’s Railway and the System Operator)

- 6.15 Others highlighted that information needs to be made available sooner and that Network Rail needs to be more proactive in getting information to stakeholders.

“It’s never forthcoming. It always needs to be asked for...very little is shared proactively.” (Engaged with Scotland’s Railway and the System Operator)

“Information is not always available in a timely manner. An example of this is TRU where there have been a few months with no or very little information.” (Engaged with North West and Central, Wales and Western, the Freight and National Customers business unit, and the System Operator)

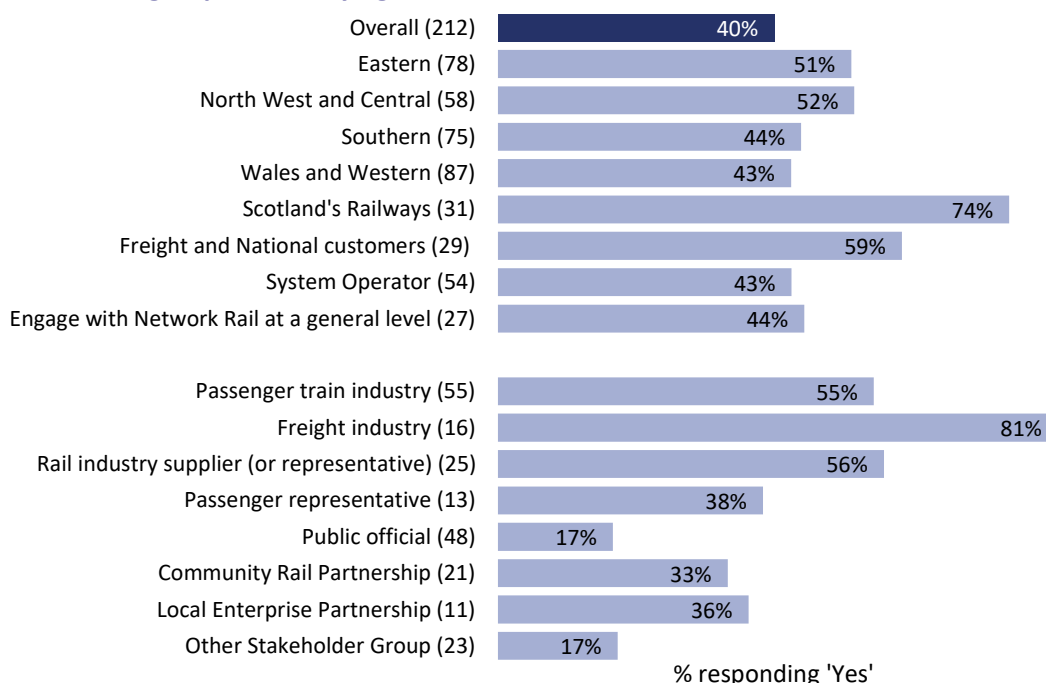
“Information is not easy to locate, and can be reliant upon existing relationships (the same people are in the know), this will detract from real change / progress” (Engaged with Eastern, North West and Central, Wales and Western, the Freight and National Customers business unit, and the System Operator)

7. Business performance management engagement

Network Rail scorecards

- 7.1 Network Rail scorecards capture key outputs that each route and the System Operator plans to deliver over (at least) the next year across a range of activity (financial, train performance etc). The scorecards provide a vehicle for recording what each customer wants, agreeing how it should be measured and what level of performance is reasonable.
- 7.2 Figure 29 shows the percentage of respondents who were engaged with Network Rail in relation to business performance during the last year. Overall, two fifths (40%) of respondents engaged with Network Rail on this subject. Nearly three quarters (74%) who engaged with Scotland's Railways engaged in relation to business performance – the highest of any business unit.

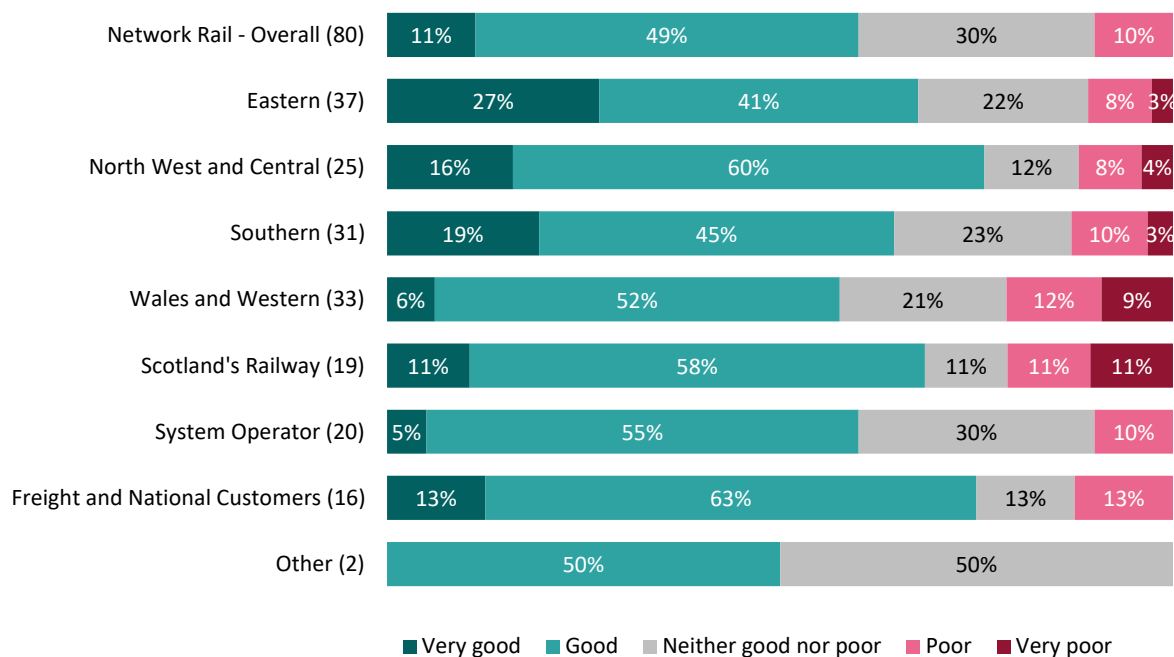
Figure 29: Did Network Rail engage with you in relation to business performance during the last year (01 April 2021 to 31 March 2022)? Yes – breakdown by business unit engaged with and stakeholder group. Those saying Yes.



Base: All Respondents (212) – Number of responses in each business unit/stakeholder group shown in brackets (Note: Each respondent gave one response only, however some respondents engaged with more than one business unit, and in these cases their response is included in the result for each business unit they have engaged with. Therefore, the sum of the base numbers for each business unit does not equal that of the total number of respondents).

- 7.3 In terms of stakeholder group (Figure 29 above), around four fifths (13 of 18 respondents - 81%) of those working in the freight industry engaged while less than a fifth (17%) of public officials engaged in relation to business performance.
- 7.4 Three fifths (60%) of respondents rate Network Rail’s overall business performance engagement as being very good or good. This varies by business unit with North West and Central (76%) and the Freight and National Customers business unit (75%) having the highest proportion of respondents rating their business performance engagement as being very good or good.
- 7.5 The business units with the lowest proportion of respondents who rated their business performance engagement as being good or very good were Wales and Western (58%) and the System Operator (60%).

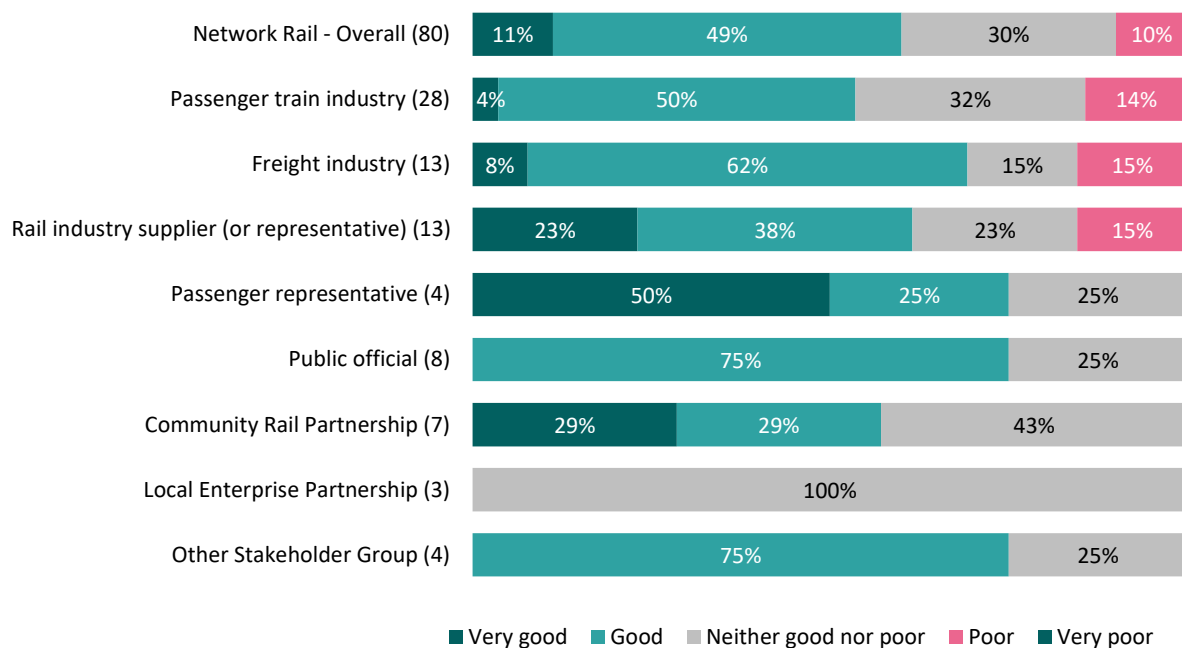
Figure 30: How would you rate Network Rail’s engagement with you in this area (business performance)? Please rate the following part(s) of Network Rail that you engaged with.



Base: All Respondents who engaged with Network Rail in relation to business performance – Number of respondents in each business unit shown in brackets.

- 7.6 Figure 31 below shows how respondents rate the overall business performance engagement with Network Rail when broken down by stakeholder group. Three of the four passenger representatives (75%) and six of the eight public officials (75%) rated the overall business performance engagement as very good or good. Whilst none of the three respondents (0%) from Local Enterprise Partnerships rated the performance as good.

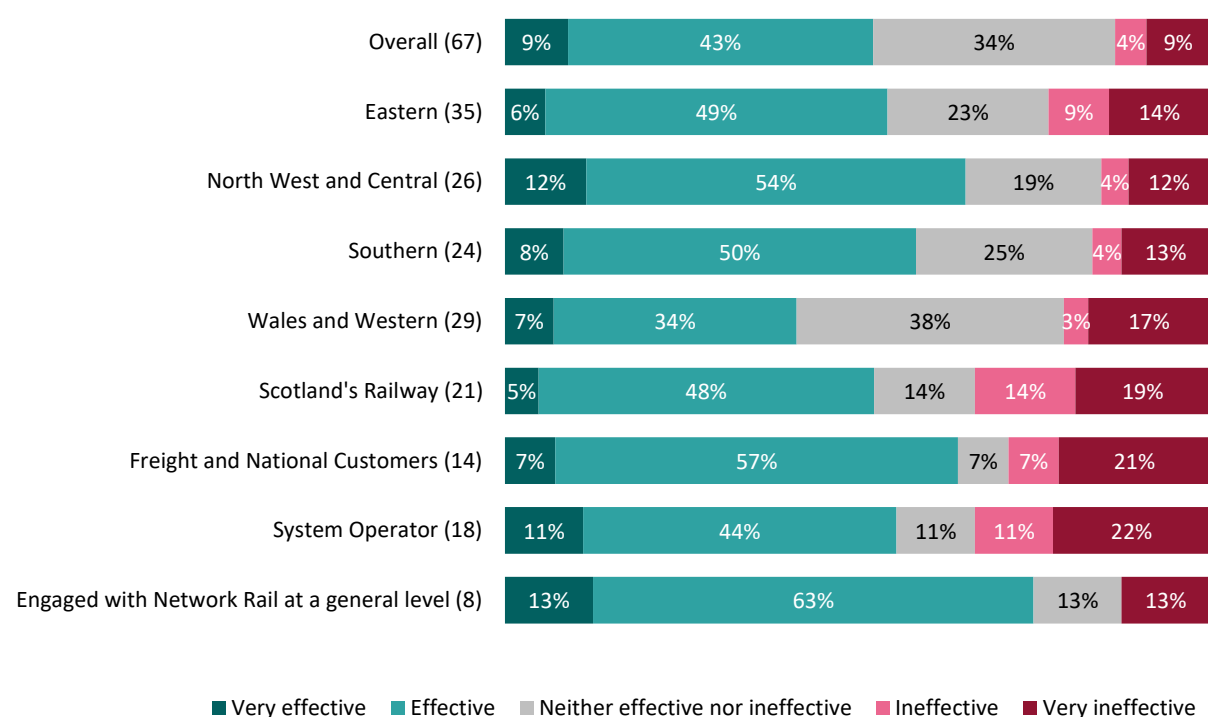
Figure 31: How would you rate Network Rail’s engagement with you in this area (business performance)? Network Rail – overall, breakdown by stakeholder group.



Base: All Respondents who engaged with Network Rail in relation to business – Number of respondents in each stakeholder group shown in brackets

- 7.7 Figure 32 below shows how effective respondents found Network Rail’s scorecards in discussing its business performance broken down by the business unit they engaged with. Around half (52%) of respondents rated the scorecards as effective and just over one in ten (13%) rated them as ineffective.
- 7.8 When broken down by the business unit they engaged with, almost two thirds (65%) of those who engaged with North West and Central thought scorecards were effective while around two fifths (41%) of those that engaged with Wales and Western found the scorecards effective.

Figure 32: How effective or ineffective did you find Network Rail’s scorecards in discussing its business performance? Overall – breakdown by business unit engaged with.



Base: All Respondents who engaged with Network Rail in relation to business (67) – Number of responses in each business unit shown in brackets (Note: Each respondent gave one response only, however some respondents engaged with more than one business unit, and in these cases their response is included in the result for each business unit they have engaged with. Therefore, the sum of the base numbers for each business unit does not equal that of the total number of respondents).

- 7.9 Respondents were asked for any other information they would like to be given on how Network Rail engaged with them around its business performance. There were 16 respondents who gave a response to this question which is too small a number to carry out a quantitative thematic coding of responses. However, a brief qualitative overview of the comments is provided below.
- 7.10 There were some comments giving positive feedback regarding Network Rail's engagement around its business performance:

"We have in depth discussions with Network Rail Eastern about their performance and work collaboratively with them in a culture of high challenge and high support to help deliver improvements." (Engaged with Eastern)

"Joint scorecard and associated metrics are created collaboratively each year. Business plans and reporting are a standing agenda item at Alliance Board every 4 weeks, so we have good levels of engagement with NW&C in this regard." (Engaged with North West and Central, Wales and Western, Scotland's Railway and the System Operator)

- 7.11 However, a few respondents highlighted how scorecard engagement differed across the routes with some routes giving them more attention than others:

"This has been an area of significant frustration. Anglia Team are good at engaging. The Western Team needs to take more ownership (as our lead route). As of 3rd April, scorecard measures still haven't been agreed and the process for creating the targets isn't clear." (Engaged with Eastern and Wales and Western)

"Full scorecard performance not shared - other routes apparently do." (Engaged with Wales and Western)

"FNPO Scorecard engagement is good but on routes where certain areas are not performing, I don't feel as though the routes place the same importance as they do for the same KPIs for passenger operators. For example, declining FDM on Western and Wales route this year." (Engaged with Eastern, North West and Central, Southern, Wales and Western, the Freight and National Customers business unit, the System Operator, and at a general level)

- 7.12 Others were critical of scorecards more broadly, seeing them as a 'tick-box' exercise:

"Scorecards are merely tick-box exercises and they take Network Rail's time away from the real activities that matter to us." (Engaged with all business units but primarily the Freight and National Customers business unit)

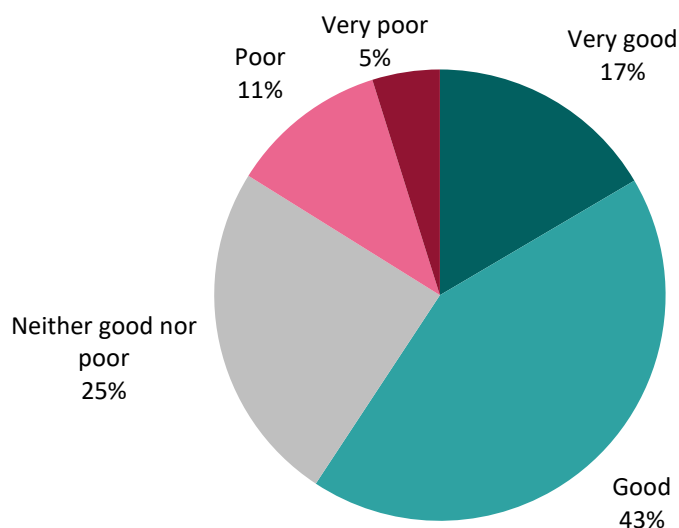
"Went through the scorecard each period, but it never created any action or challenge. Simply for noting in most cases. (Felt like it was going through the motions)" (Engaged with Eastern, Scotland's Railway, and the System Operator)

8. Summary

Overall quality of engagement

- 8.1 Almost three fifths (59%) of respondents rate the overall quality of Network Rail’s engagement with them over the last year as either very good (17%) or good (43%). However, 16% felt the engagement was poor (11%) or very poor (5%), whilst a quarter (25%) felt the engagement was neither good nor poor.

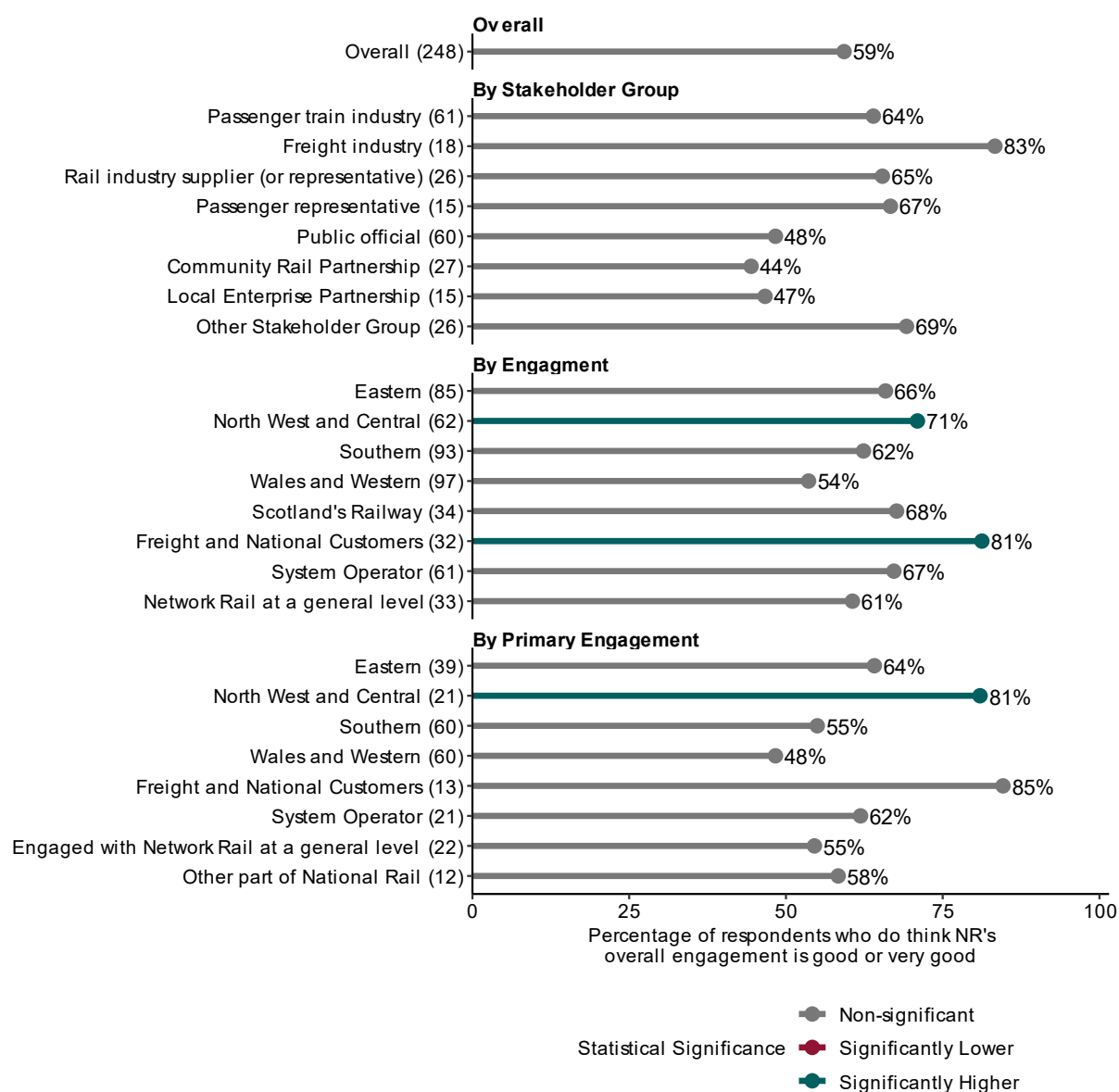
Figure 33: Overall, how would you rate the quality of Network Rail’s engagement with you during the last year (01 April 2021 to 31 March 2022)?



Base: All Respondents (248).

- 8.2 Figure 34 overleaf shows how the proportion of respondents who rate the overall quality of engagement during the last year as good or very good varies by sub-group. Groups where the proportion of respondents who think engagement was good is significantly higher than the overall are highlighted in a dark teal colour whilst groups where the proportion is significantly lower are highlighted in red.
- 8.3 As shown, respondents who engaged with North West and Central or the Freight and National Customers business unit are significantly more likely to think that overall engagement has been good. Respondents who primarily engaged with North West and Central are also significantly more likely to rate overall engagement as good.

Figure 34: Overall, how would you rate the quality of Network Rail’s engagement with you during the last year (01 April 2021 to 31 March 2022)? Significant differences by business unit engaged with and Stakeholder group.

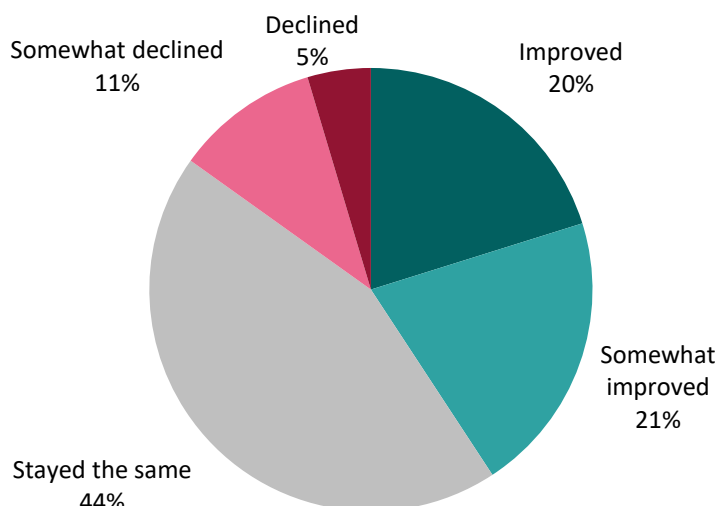


Base: All respondents (248) – Number of responses in each business unit/stakeholder group shown in brackets (Note: Each respondent gave one response only, however some respondents engaged with more than one business unit, and in these cases their response is included in the result for each business unit they have engaged with. Therefore, the sum of the base numbers for each business unit does not equal that of the total number of respondents).

Change in the quality of engagement

- 8.5 Around two fifths (41%) of respondents think that the quality of Network Rail’s engagement has improved or somewhat improved over the past year, while a similar proportion (44%) think the quality of engagement has stayed the same. 15% think that the quality of engagement has declined or somewhat declined.

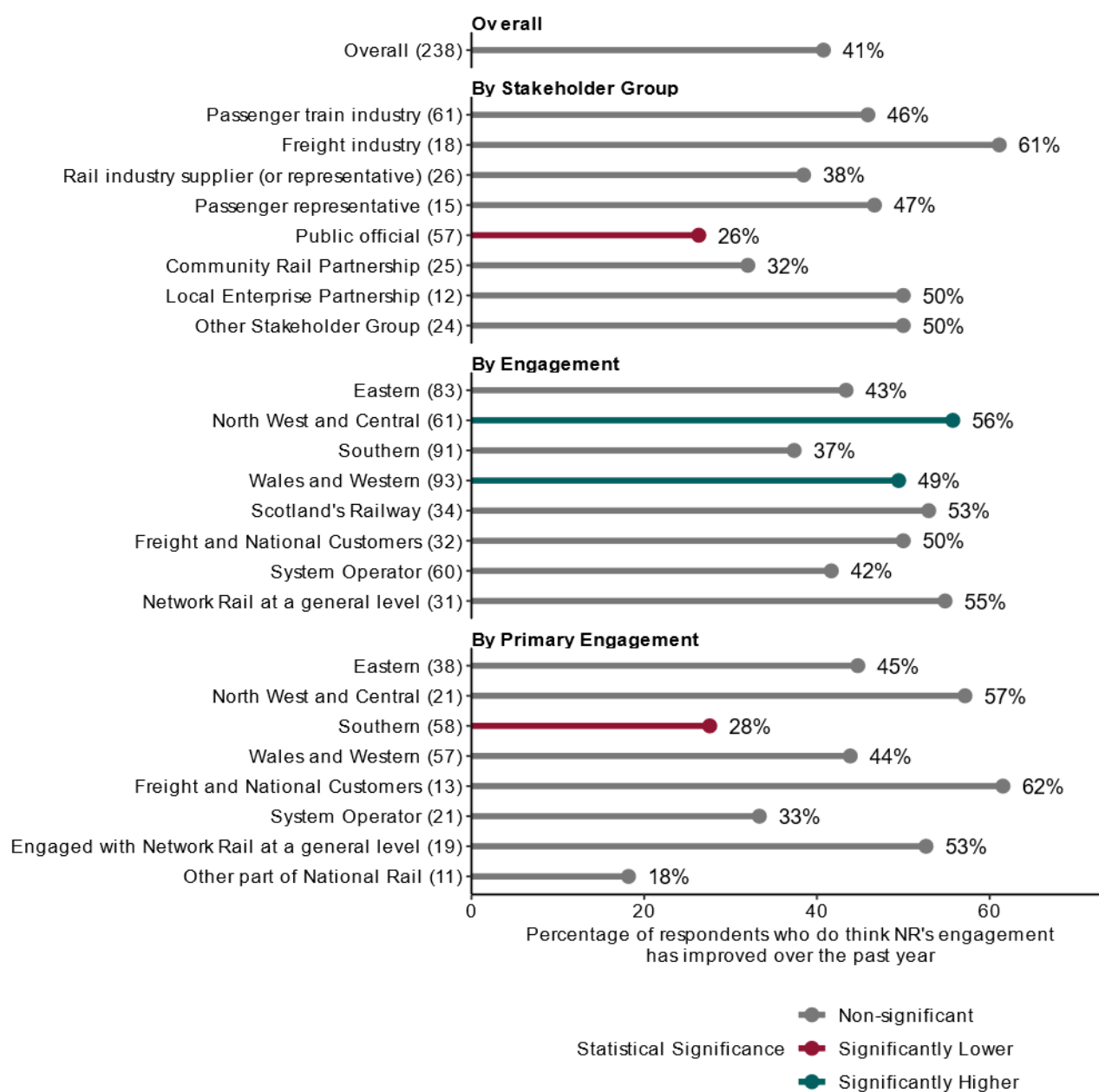
Figure 35: During the last year, (01 April 2021 to 31 March 2022), in your opinion has the quality of Network Rail’s engagement with you...



Base: All Respondents (238).

- 8.6 Figure 36 overleaf shows how the proportion of respondents who feel the quality of engagement has improved varies by sub-group. Groups where the proportion of respondents who think engagement has improved is significantly higher than the overall are highlighted in a dark teal colour whilst groups where the proportion is significantly lower are highlighted in orange.
- 8.7 The figure shows that respondents who are public officials and those that primarily engaged with Southern were significantly less likely to say that engagement has improved. On the other hand, those that had engaged with North West and Central or Wales and Western were significantly more likely to say Network Rail’s engagement has improved over the past year.

Figure 36: During the last year, (01 April 2021 to 31 March 2022), in your opinion has the quality of Network Rail’s engagement with you. Significant differences by business unit engaged with and Stakeholder group.

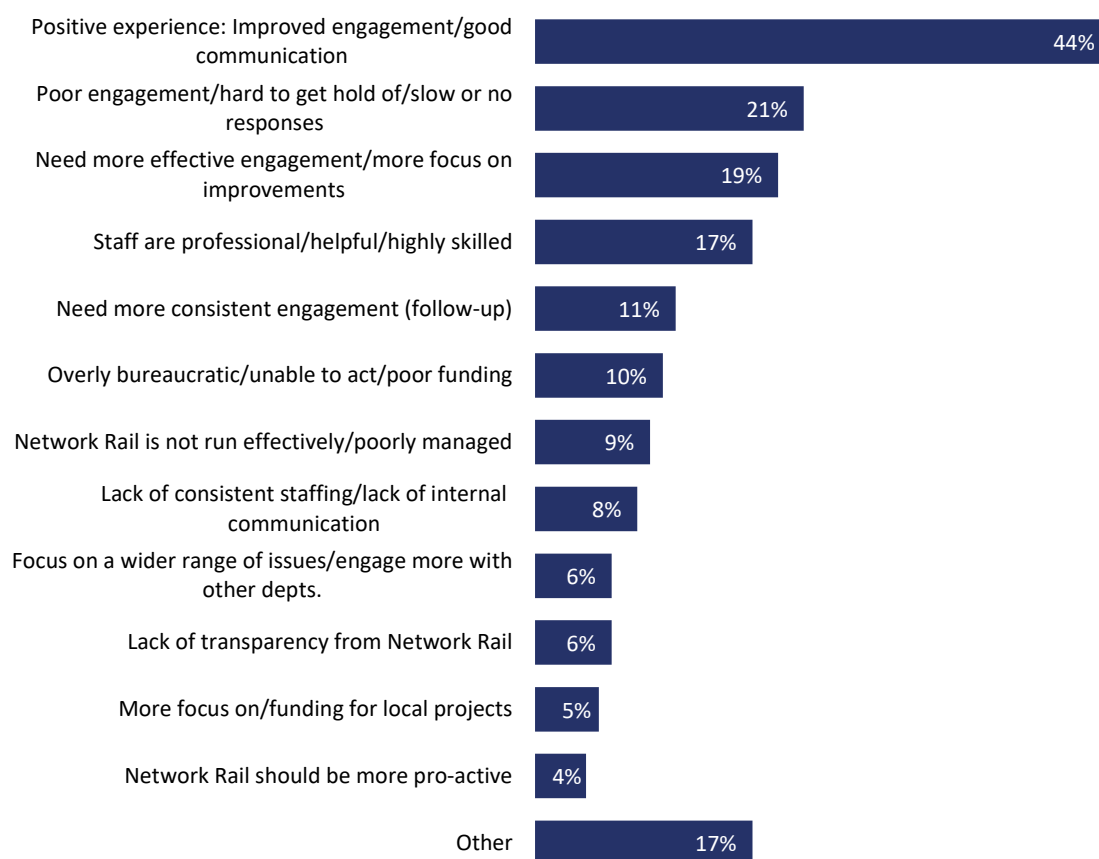


Base: All respondents (248) – Number of responses in each business unit/stakeholder group shown in brackets (Note: Each respondent gave one response only, however some respondents engaged with more than one business unit, and in these cases their response is included in the result for each business unit they have engaged with. Therefore, the sum of the base numbers for each business unit does not equal that of the total number of respondents).

Further Comments

- 8.8 Respondents were asked if they had any areas of good practice or areas for improvement around Network Rail’s engagement. Figure 37 below summarises the main themes arising from the responses given.
- 8.9 More than two fifths (44%) of respondents mentioned that they had a positive experience of engagement with Network Rail – this is higher than the fifth (21%) of respondents who mentioned poor engagement. The professionalism, skill, and helpfulness of Network Rail’s staff was mentioned by 17% of respondents.
- 8.10 Areas for improvement that were commonly mentioned include: Network Rail needing more effective engagement with more focus on improvements (19%); the need for more consistent engagement (11%); Network Rail being overly bureaucratic (10%); and Network Rail not being run effectively and having poor management (9%).

Figure 37: Finally, based on your experience and reflecting on your responses across this survey, please share any areas of good practice or areas for improvement around Network Rail’s engagement with you during the last year (01 April 2021 to 31 March 2022)?



Base: All Respondents who gave further comments – 102; Total number of responses – 178.

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Appendix

Questionnaire

ANNUAL ASSESSMENT OF NETWORK RAIL'S STAKEHOLDER ENGAGEMENT

ONLINE SURVEY QUESTIONS

YEAR 3 OF CONTROL PERIOD 6 (CP6)

Version: 08 March 2022

BACKGROUND AND PURPOSE

Introduction - Page 1

The Office of Rail and Road (ORR) is the independent safety and economic regulator for Britain's railways and monitor of Highways England. It is responsible for ensuring that railway operators comply with health and safety law.

It regulates Network Rail's activities and funding requirements, regulates access to the railway network, licenses the operators of railway assets and publishes rail statistics. ORR is also the competition authority for the railways and enforces consumer protection law in relation to the railway.

ORR requires Network Rail in its licence to treat stakeholders in ways appropriate to their reasonable requirements in their capacity as stakeholders. This survey forms one part of our annual approach to measuring the quality of Network Rail's Stakeholder Engagement during Control Period 6 (2018 – 2023). ORR also undertakes a review of stakeholder engagement self-assessments undertaken by each business unit. This is the third year ORR has undertaken a review of Network Rail's stakeholder engagement.

Please share your experience of engaging with Network Rail, as a stakeholder, by taking part in this short survey, which is available until **13th April 2022**.

All stakeholders of Network Rail at least aged 16 years are eligible to take part. It should take around 10 minutes to complete. If you have trouble viewing any part of this survey, you can enable 'accessibility mode' by clicking on the accessibility icon (person inside a circle) at the top right of the screen.

Introduction - Page 2

This survey is being run by Opinion Research Services (ORS), an independent research company, on behalf of ORR.

The information you give us via the survey will be processed by Opinion Research Services (ORS) in line with current data protection regulations.

ORR is the data controller for any personal data you share within your survey response. The survey responses will be processed by Opinion Research Services (ORS) in line with data protection regulations. Only anonymous, aggregated data will be shared directly with ORR and you will not be identified in the reported results. Your contact details are held by ORR and have not been shared with ORS.

ORR's privacy notice sets out how it handles personal data including your rights and how to exercise them. ORR's privacy notice is available [here](#). ORS's privacy notice is available [here](#).

Anonymous data will be held securely by ORR until ORR's annual assessment is published in Autumn 2022 and it will then be deleted. Any information from the survey responses which could identify an individual (e.g., an IP address) will be held securely by ORS and will be deleted by the end of July 2022 when the data analysis and evaluation process has been completed.

If you have queries about the survey, please contact Catherine Wall at ORS by email on catherine.wall@ors.org.uk, or you can contact Lynn Armstrong at ORR by email on lynn.armstrong@orr.gov.uk.

ORS also strictly adheres to the Market Research Society (MRS) Code of Conduct - You can contact the Market Research Society on 0800 975 9596

SECTION A: TELL US ABOUT YOU

Q1 Which stakeholder group do you belong to?

Please select one group.

- Passenger train industry;
- Freight industry;
- Rail industry supplier (or representative);
- Infrastructure manager;
- Passenger representative;
- Public official;
- Community Rail Partnership
- Local Enterprise Partnership
- Charity
- Heritage body
- Lineside neighbours
- Other – please specify in the box below:

Q2 Which part(s) of Network Rail did you engage with during the year (01 April 2021 to 31 March 2022)? Please select all that apply. Please note there will be follow up questions about your engagement with each of the areas you select. If you wish to reduce the number of questions you are asked/length of time it will take to complete the survey, please only select the areas for which you feel able to answer follow up questions.

Eastern	<input type="checkbox"/>
North West and Central	<input type="checkbox"/>
Southern	<input type="checkbox"/>
Wales and Western	<input type="checkbox"/>
Scotland’s Railway	<input type="checkbox"/>
Freight and National Customers	<input type="checkbox"/>
System Operator	<input type="checkbox"/>
I engage with Network Rail at a general level	<input type="checkbox"/>
Other (please specify in the box below):	<input type="checkbox"/>
<div style="border: 1px solid black; height: 25px;"></div>	
I did not engage with Network Rail - Terminate survey	<input type="checkbox"/>

[Ask if more than one area checked at Q2]

Q3 Which business unit did you engage with the most?

(You will still be able to respond to questions regarding all the parts of Network Rail that you have engaged with)

Eastern

North West and Central

Southern

Wales and Western

Scotland's Railway

Freight and National Customers

System Operator

I engage with Network Rail at a general level

Other (as indicated previously)

SECTION B PRINCIPLES OF GOOD STAKEHOLDER ENGAGEMENT

As a condition of its licence, ORR require Network Rail to meet the following four principles of stakeholder engagement:

- Inclusive
- Effective
- Well-governed
- Transparent.

Q4a We define the principle of being *Inclusive* as engagement which seeks to involve all relevant stakeholders in a fair and proportionate manner, including by adopting different approaches to reflect stakeholders' different capabilities and interests.

In your opinion, how would you rate Network Rail's engagement with you regarding the principle of being *Inclusive*?

Please rate the following part(s) of Network Rail that you engaged with.

Eastern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

North West and Central

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Southern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Wales and Western

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Scotland's Railway

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Freight and National Customers

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

System Operator

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Other – As Indicated Previously

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

(Ask all) Network Rail – Overall

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Q4b We define the principle of being *Effective* as engagement which supports delivery of a safer, more efficient and better used rail network, including by ensuring that stakeholders' views are duly taken into account.

In your opinion, how would you rate Network Rail's engagement with you regarding the principle of being *Effective*?

Please rate the following part(s) of Network Rail that you engaged with.

Eastern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

North West and Central

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Southern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Wales and Western

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Scotland's Railway

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Freight and National Customers

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

System Operator

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Other – As Indicated Previously

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

(Ask all) Network Rail – Overall

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Q4c We define the principle of being *Well-governed* as engagement which is underpinned by effective processes and governance arrangements that encourage meaningful engagement.

In your opinion, how would you rate Network Rail's engagement with you regarding the principle of being *Well-governed*?

Please rate the following part(s) of Network Rail that you engaged with.

Eastern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

North West and Central

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Southern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Wales and Western

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Scotland's Railway

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Freight and National Customers

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

System Operator

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Other – As Indicated Previously

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

(Ask all) Network Rail – Overall

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Q4d We define the principle of being *Transparent* as sufficient information is made available to enable effective engagement with stakeholders.

In your opinion, how would you rate Network Rail's engagement with you regarding the principle of being *Transparent*?

Please rate the following part(s) of Network Rail that you engaged with.

Eastern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

North West and Central

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Southern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Wales and Western

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
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Scotland's Railway

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
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Freight and National Customers

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
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System Operator

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Other – As Indicated Previously

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

(Ask all) Network Rail – Overall

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Q5 Please share any further comments on Network Rail's engagement with you regarding the principles of Inclusive, Effective, Well-governed, and/or Transparent stakeholder engagement in the box below.

Please specify, if appropriate, which business unit you refer to in your feedback in the box below.

SECTION C: BUSINESS PLANNING ENGAGEMENT

In this section we are going to ask you about Network Rail’s annual business planning, Control Period 7 planning and its COVID-19 recovery activity.

Annual Business Planning

Network Rail’s annual business planning includes activities such as setting priorities and planning activities to operate, maintain and renew the railway – regardless of time frame.

Q6 Did Network Rail engage with you about its business planning during the last year (01 April 2021 to 31 March 2022)?

- Yes
- No
- Don’t know

[Conditional Branching / Skip Logic]

Ask if Q6 = Yes

Q7 How would you rate Network Rail’s engagement with you about its annual business planning?

Please rate the following part(s) of Network Rail that you engaged with.

Eastern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don’t Know
-----------	------	-----------------------	------	-----------	------------

North West and Central

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don’t Know
-----------	------	-----------------------	------	-----------	------------

Southern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don’t Know
-----------	------	-----------------------	------	-----------	------------

Wales and Western

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don’t Know
-----------	------	-----------------------	------	-----------	------------

Scotland's Railway

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Freight and National Customers

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

System Operator

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Other – As Indicated Previously

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

(Ask all) Network Rail – Overall

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Ask if Q6 = Yes

Q8 Please include any further comments on annual business planning engagement in the box below. If possible, please give examples, any relevant details such as how you engaged and any suggestions on how engagement with Network Rail in this area could be improved.

Please specify, if appropriate, which business unit you refer to in your feedback in the box below

--

Control Period 7 (CP7) Planning

ORR launched Periodic Review 23 (PR23) in summer 2021. PR23 will establish the funding and outputs that Network Rail (or Great British Railways) must deliver over the five years from 2024-2029 (Control Period 7). Its strategic business plan is an important part of the periodic review process and should reflect stakeholder priorities.

Q9 Did Network Rail engage with you in relation to planning for Control Period 7 during the last year (01 April 2021 to 31 March 2022)?

- Yes
- No
- Don't know

[Conditional Branching / Skip Logic]

Ask if Q9 = Yes

Q10 How would you rate Network Rail's engagement with you on its Control Period 7 planning?

Please rate the following part(s) of Network Rail that you engaged with.

Eastern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

North West and Central

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Southern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Wales and Western

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Scotland's Railway

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Freight and National Customers

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

System Operator

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Other – As Indicated Previously

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

(Ask all) Network Rail – Overall

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Ask if Q9 = Yes

Q11 Please include any further comments on Control Period 7 planning engagement in the box below. If possible, please give examples, any relevant details such as how you engaged and any suggestions on how engagement with Network Rail in this area could be improved.

Please specify, if appropriate, which business unit you refer to in your feedback in the box below

--

COVID-19 Recovery Activity

The COVID-19 pandemic has had a significant impact on the operation and recovery of the railway.

Q12 Did Network Rail engage with you in relation to COVID-19 recovery activity during the last year (01 April 2021 to 31 March 2022)?

- Yes
- No
- Don't know

[Conditional Branching / Skip Logic]

Ask if Q12 = Yes

Q13 How would you rate Network Rail's engagement with you on COVID-19 recovery activity?

Please rate the following part(s) of Network Rail that you engaged with.

Eastern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	--------------------------	------	-----------	------------

North West and Central

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	--------------------------	------	-----------	------------

Southern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	--------------------------	------	-----------	------------

Wales and Western

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	--------------------------	------	-----------	------------

Scotland's Railway

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	--------------------------	------	-----------	------------

Freight and National Customers

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

System Operator

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Other – As Indicated Previously

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

(Ask all) Network Rail – Overall

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
-----------	------	-----------------------	------	-----------	------------

Ask if Q12 = Yes.

Q14 Please include any further comments on COVID-19 recovery engagement in the box below. If possible, please give examples, any relevant details such as how you engaged and any suggestions on how engagement with Network Rail in this area could be improved.

Please specify, if appropriate, which business unit you refer to in your feedback in the box below

--

SECTION D: ENHANCEMENTS DELIVERY PLAN ENGAGEMENT

Enhancements Delivery Plans set out the enhancement commitments that Network Rail has made to Department of Transport and Transport Scotland. ‘Enhancements’ refer to the development of new infrastructure, for example, the delivery of Werrington Grade separation (a new two-track railway line that dives under East Coast Mainline at Werrington) on 30th November 2021. An aim of the plans is to provide visibility on infrastructure commitments and their status to stakeholders.

The Enhancement Delivery Plan for England and Wales can be accessed [here](#).

The Enhancement Delivery Plan for Scotland can be accessed [here](#).

Q15 Did the following part(s) of Network Rail of Network Rail engage with you on the planning of railway enhancements during the last year (01 April 2021 to 31 March 2022)?

Eastern

Yes	No	Don't know
-----	----	------------

North West and Central

Yes	No	Don't know
-----	----	------------

Southern

Yes	No	Don't know
-----	----	------------

Wales and Western

Yes	No	Don't know
-----	----	------------

Scotland's Railway

Yes	No	Don't know
-----	----	------------

Freight and National Customers

Yes	No	Don't know
-----	----	------------

System Operator

Yes	No	Don't know
-----	----	------------

Other – As Indicated Previously

Yes	No	Don't know
-----	----	------------

(Ask all) Network Rail – At a general level

Yes	No	Don't know
-----	----	------------

Q16 Which of the following best describes your knowledge of the Enhancements Delivery Plan?

- Know very well (**STRONG**)
- Know a fair amount about (**GOOD**)
- Know just a little (**LITTLE**)
- Heard of but know nothing about (**SOME AWARENESS**)
- Never heard of (**UNAWARE**)

[Conditional Branching / Skip Logic]

Ask if Q16 = 'know very well, 'know a fair amount' or 'know just a little'

Q17 In your opinion, does the Enhancement Delivery Plan in its current format provide you with the information you require to plan your business?

- Fully
- Partially
- Not at all
-

[Conditional Branching / Skip Logic]

Ask if Q.17 = 'Partially' or 'Not at all'

Q18a You said that the Enhancement Delivery Plan (EDP) in its current format does not fully provide you with the information required to plan your business. Have you discussed this with Network Rail?

- Yes
- No

Ask if Q18a = Yes

Q.18b Did Network Rail provide you with any additional information on enhancement schemes?

Please select aone

Yes

No

Ask if Q18a = Yes

Q18C. If there were any other outcomes from discussing information required to plan your business, with Network Rail, please provide details below.

Q19. Considering all the sources of information you have on Network Rail's enhancements, in your opinion, would you say that you have the information you need to plan your business?

- Yes
- No
- Don't know

Ask Q21 if Q19 = No

Q.20 What further information do you require from Network Rail to plan your business?

Please specify, if appropriate, which business unit you refer to in your feedback in the box below.

SECTION E: BUSINESS PERFORMANCE MANAGEMENT ENGAGEMENT**Network Rail Scorecards**

Network Rail scorecards capture key outputs that each route and the System Operator plans to deliver over (at least) the next year across a range of activity (financial, train performance etc). The scorecards provide a vehicle for recording what each customer wants, agreeing how it should be measured and what level of performance is reasonable.

Q.21 Did Network Rail engage with you in relation to business performance during the last year (01 April 2021 to 31 March 2022)?

- Yes
- No
- Don't know

Ask if Q.21 = Yes

Q.22 How would you rate Network Rail's engagement with you in this area?

Please rate the following part(s) of Network Rail that you engaged with.

Eastern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
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North West and Central

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
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Southern

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
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Wales and Western

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
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Scotland's Railway

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
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Freight and National Customers

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
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System Operator

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
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Other – As Indicated Previously

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
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(Ask all) Network Rail –Overall

Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't Know
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Ask if Q.21 = Yes

Q.23 How effective or ineffective did you find Network Rail's scorecards in discussing its business performance?

Please select one

- Very effective
- Effective
- Neither effective nor ineffective
- Ineffective
- Very ineffective
- Did not look at Network Rail's scorecards
- Don't know

Ask if Q.21 = Yes

Q.24

Please use this space to provide any other information you would like to be given on how Network Rail engaged with you around its business performance.

Please specify, if appropriate, which business unit you refer to in your feedback in the box below

SECTION F: SUMMARY

Q.25 Overall, how would you rate the quality of Network Rail’s engagement with you during the last year (01 April 2021 to 31 March 2022)?

Please select one from the following.

- Very good
- Good
- Neither good nor poor
- Poor
- Very poor
- Don’t know

Q.26 During the last year, (01 April 2021 to 31 March 2022), in your opinion has the quality of Network Rail’s engagement with you:

Please select one from the following.

- Improved
- Somewhat improved
- Stayed the same
- Somewhat declined
- Declined
- Don’t know

Q.27 Finally, based on your experience and reflecting on your responses across this survey, please share any areas of good practice or areas for improvement around Network Rail’s engagement with you during the last year (01 April 2021 to 31 March 2022)?

Please specify, if appropriate, which business unit you refer to in your feedback in the box below.

SECTION I: THANK YOU AND NEXT STEPS

Thank you for taking the time to complete this survey and share your experience of Network Rail engagement during the last year – 01 April 2021 to 31 March 2022.

The full report on this stakeholder engagement assessment will be published on the ORR website: www.orr.gov.uk in autumn 2022.