

### **Presentation topics**

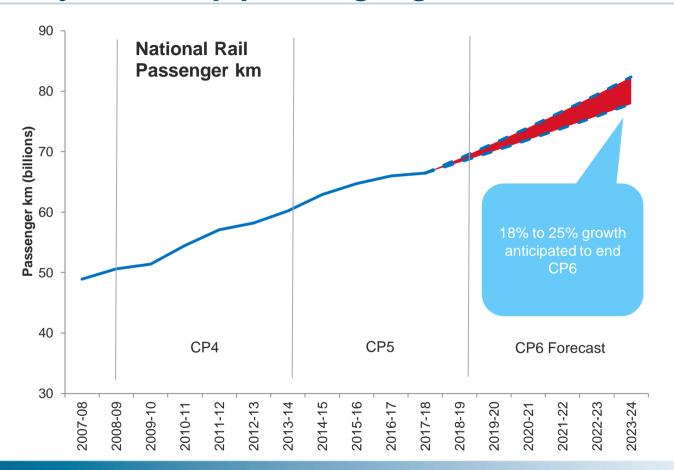


- Industry Backdrop & IP
- Procuring for CP6
- Northern Programmes



#### Industry Backdrop passenger growth

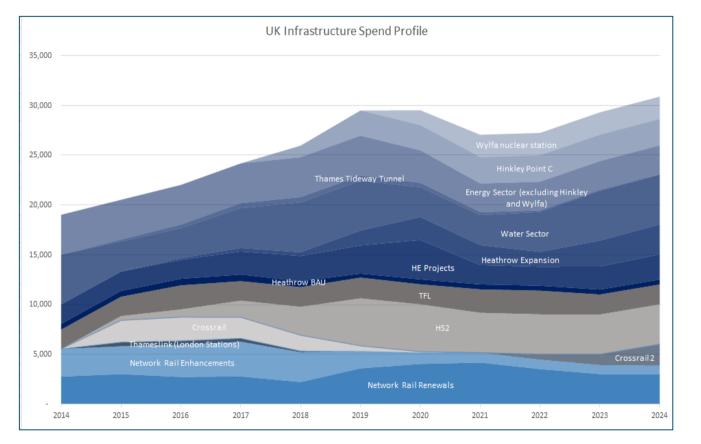






#### The UK Infrastructure Market







#### Recognising that we must change



Next stage in devolution

Simplify the interface between IP & routes

More aligned to our customers

Network Rail capital delivery reputation

CP5 capital delivery difficulties

Capital delivery competitiveness

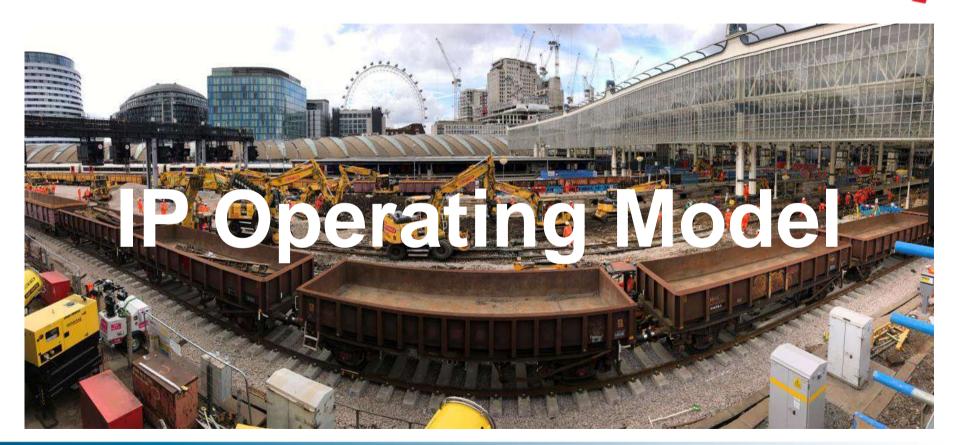
Greater efficiencies & availability of funding

Routes devolved regulatory financial settlements

CP6 – timing is right

## IP Operating Model







## **Procuring for CP6**



#### CP6 Procurement Strategy Objectives



- 1. Ensure that the needs of the Route Businesses and passengers are met by improving safety performance, demonstrating value for money, efficiency and allowing innovation to thrive.
- Improve/reward safety and contract performance with a fair return whilst addressing poor performance.
- 3. Incorporate lessons learnt from CP5 to promote a stronger performance culture.
- 4. Foster industry leading collaboration and support an effective & sustainable supply chain.
- Aligned and integrated with Route Services C&P Transformation plan.
- 6. Ensure that Network Rail remains a client of choice for key suppliers in a growing market.



#### Supplier Engagement & Development



Key supplier working groups implemented

- Strategic Supplier Interface Group
- Tier 2 Interface Group
- National SMF forums
- Greater use of RICA, RSG, CECA and RIA

Next stage: Route/Regional Supplier Groups

SAM process refocused and national supplier strategies implemented (Costain, Carillion, ABC etc.)

Introduction of BRAVO and National Performance Metrics

Upskilling Network Rail Commercial Management Staff through One Vision One Way







### One Vision One Way



#### **NetworkRail**

#### **The Professions**

- Leadership
- Human Resources
- Finance
- Cost Planning
- Procurement
- Commercial
- Health & Safety

- Environment & Sustainable
   Development
- Engineering
- Construction Management
- Programme Management
- Risk & Value
- Programme Controls

- Quality & Business
   Improvement
- Programme Development
- Consent Management
- Sponsorship
- Administration
- Communications

#### CP6 Sustainable Procurement



- Community engagement
- Diversity, Inclusion & Accessibility
- 30% female by 2020
- Employment, Skills & Training Apprentice/£3m
- Local procurement and SMEs
- 65% spend by 2021
- Rail heritage
- Employee engagement
- D and I Charter























- Waste
- A suite of targets
- Biodiversity
- Pollution prevention
- Responsible sourcing
- Capital carbon
- Energy efficiency
- Climate change adaptation

### CP6 Driving Commercial Performance



#### NCDF outputs incorporated into T&Cs

- Defining Allowable Costs & Fee
- Dispute Avoidance Panels (DAP)
- Rail Method of Measurement (RMM)
- National Performance Metrics (NPM)

#### Other improvements include:

- Project Bank Accounts
- Defined Tier 2 Payment & Retention Terms (Fair Payment)
- 'Step-in' Rights
- Time-bar clauses
- Standard Alliance T&Cs and guidance
- Quarterly Benchmarking Updates
- Efficiency targets / scrutiny @ award
- Update & publish ICC & NEC Rail T&Cs
- Tier 2 Supply Chain Maps
- NR ability to issue substantial completion certificate
- NR ability to issue of final account certificate
- Removal of 5% accrual limit on interim payments
- New Standard Preliminaries
- New Schedule of Rail Daywork Rates
- One Vision One Way People, Process & Systems



#### **National Performance Metrics: 7 KRAs**

W Health, Safety, Widtheing & Environmental Systamability	21 Engineering & Design Management	26 Financia & Commencial	
1 Dehammed Spiner 12 Life Swing Rules 1 Si Chappelor of Haath 1.4 Accidents & Incidents 1.5 Endonmental Hight and leaving a legacy	2. 10 July beneuter Nodeling (1916) 2.2 Approach to and nariogeners of Design	3.1 Development & Management of AFC 3.2 Shategio use of the Supph-Chain 3.3 Linaving a legaco - engagement with SMSs 3.4 Tax robe 3.5 Admin of the contract	
4/ Propert & Programme Management	SI Quality Management, Departmental Improvement and Innovation	M Leading Collaboration 6 Solitonia	
4.1 Dipportunity 6 Flot Management 4.2 Schedule advessore 6 Reporting	5.1Coegerency 5.Copobility 5.2 Audit planning and in an agentim 5.3 Coronocus Improvement	6.1Collaboration 6.2Contractation & Engagement with Scali	
	2/ Equality, Ownesty and Inclusion = Sustainability	10000	
	Theoryalogop	Key: Enterprise Level Contract Level Both Enterprise & Cantract	

#### **Driving Industry Change**

#### NetworkRail

#### **Key Changes to NR Terms & Conditions**

- 1. Fixed payment terms of 28 days from T1 to T2
- 2. Abolition of retentions between T1 & T2
- Builds on principles established in 2011 in FPC
- Demonstrates Industry Leadership







#### PQQ Stage

#### **Technical & Quality**

- **Successful Delivery**
- **Building Information Management** (BIM)
- **Design & Construction**
- **Assurance**
- **Quality Validation and Verification**

#### **Diversity & Inclusivity**

- **Inclusive Design**
- **Diversity and Inclusivity**

#### **Collaborative Behaviors**

- **Benefits & Challenges**
- Multi-Tier Collaboration
- **Design Partner**



- **Fluctuating Work Bank**
- **Scarce Resource**
- Capacity
- **Human Resource**

#### **Health & Safety**

- **Learning from Safety Incidents**
- **Safety Communications** and Culture

#### **Innovation**

Contribution to the Rail Industry

#### **Sustainability**

- **Environmental Performance / Embodied Carbon**
- Communities

#### ITT Evaluation Criteria

#### Technical & Quality

Building Information Management (BIM)

· Engineering - Quality Assurance

#### Diversity & Inclusivity

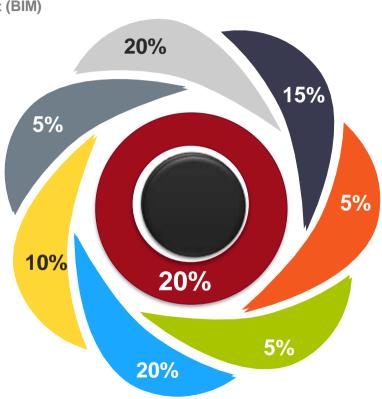
- Everyone
- Gender Diversity
- Inclusive Design
- Apprenticeships

## Collaborative Behaviors

- Team Assessment
- Leadership Team Interviews
- Management Team Interviews
- Agreeing a Target Cost

#### Resource & Planning

- Mobilisation
- Post Mobilisation
- · CV's
- Supply Chain Strategy



#### Health & Safety

- Mission Statement
- Safe by Design
- Safety Throughout the Supply Chain
- Working with Electricity

#### Innovation

- Network Rail Standards
- Innovation Framework

#### Sustainability

Opportunities - Commitments

#### Commercial

- Fee
- Model Projects
- Schedule of Rates

### **CP6 Regional Procurement Plans**



#### **Scotland**

- Multi functional frameworks
- Scotland & LNE

#### **Central**

 Extension of panels and programmes

#### Wales and Western

- Tender Large projects
- Small projects
   Framework

#### **Anglia / South East / Wessex**

 Multi functional framework supplier in each of the subregions



#### **NATIONAL**

#### **Signalling**

 Small medium large frameworks

#### **Track**

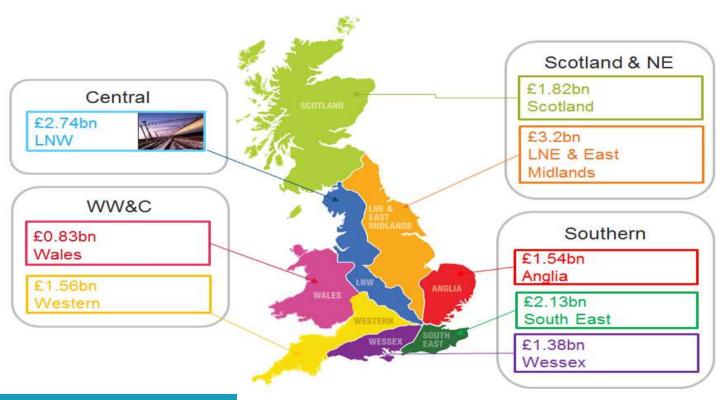
Alliance contracts S+C & PL

## Design & Commercial services

Multi functional and specific

### CP6 Renewals Spend by Route/Region

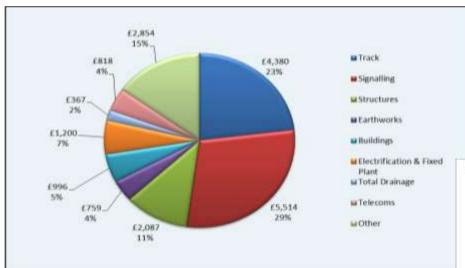


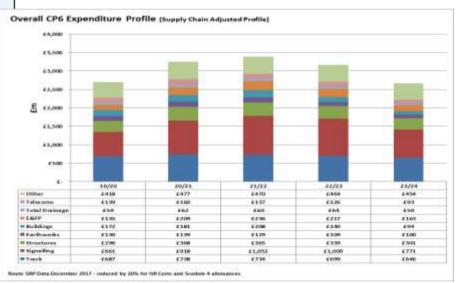


Plus network wide: £4.8bn

#### CP6 Renewals Supply Chain Spend by Category







#### **CP6 Procurement Programme Status**



- Nationally co-ordinated with local leadership
- Integrated CP6 procurement schedule in place
- Weekly progress review and reporting by relevant Commercial Directors
- ITTs staggered to manage resources and enable continuous improvement
- Contract coverage in place to enable transition
- Linked to NR website to provide workbank / pipeline visibility to supply market
- Efficiency delivery gateway process being developed (IP/Route/RS)

	Current status	RAG
Wales	PQQ forecast 30/07	Green
Western	PQQ forecast 30/07	Green
Anglia	PQQ issued 09/02 – ITT to be issued 28/05	Green
South East	PQQ issued 09/02 – ITT to be issued 28/05	Green
Wessex	PQQ issued 09/02 – ITT to be issued 28/05	Green
LNE	PQQ issued 05/02 - ITT issued 24/04	Green
Scotland	Various – on schedule	Green
LNW	Options enacted	Green
Track	PQQ to be issued 14/06	Amber/Green
Signalling	Minor works PQQ to be issued 04/06; ITT to be issued 13/07 Major outstanding Excom Approval	Amber
Design Frameworks	Outstanding Excom Approval - PQQ to be issued 3/07	Amber

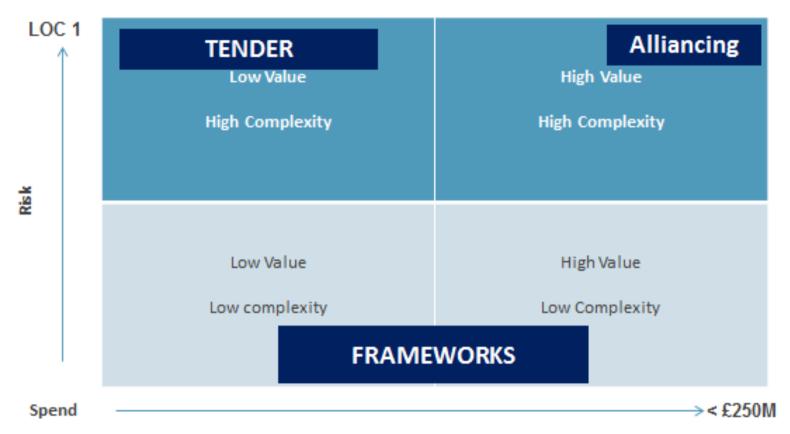
Note: Procurement schedule at early stage, RAG ratings will change over next 6 months



## Northern Programmes

### **Northern Programmes strategy**





#### Northern Powerhouse Rail





Short-term (2018 - 2025) maximising ongoing investment and getting ready for HS2 phases 1 and 2a

Medium-term (2020-2035) planning for future growth

Connectivity
Improvement in train services to link places people want to travel, and provide better connections and service frequency.

Long-term (2026-2050)
maximising HS2 phase 2b and
Northern Powerhouse Rail
investment

Capacity
Providing more
space for
passengers and
more rail track
to allow more trains.

#### TRU



#### **Requirements**;

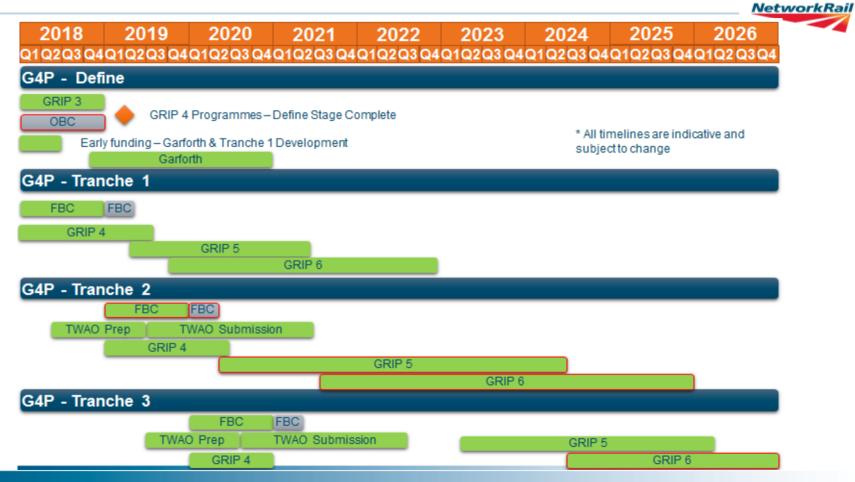
- Improve journey time
  - Manchester Leeds 49 to 40mins
  - Manchester York 75 to 62mins
- More trains per hour
  - From 5 to 6 fast & 1 to 2 slow
- More seats per hour from 845 to 3,120

#### **Current status**;

- December 17 Grip 3 submission OBC
- Created 4 scenario's (31 sub options)
- Currently reviewing Tranche strategy
- First FBC submission May 19

## Indicative Tranche Breakdown - Scenario 1 NetworkRail Tranche 0 Tranche 1 Tranche 2 Tranche 3 2018 - 2021 2019 - 2022 2021 - 2025

#### **TRU Plan**





## Summary

- Continued growth in the Rail Sector
- NR changing the way its does business
- Greater focus on Apprentice Targets
- Greater focus on sustainable procurement
- CP6 tender is underway
- Northern Programmes developing significant schemes in the north

## Civil Engineering Contractors Association Conference June 2018



Shane Fitzpatrick – Senior Head of Service Merseytravel.







# Liverpool City Region Combined Authority

- Combined Authority established April 2014
- Population of 1.5 million people with 2.5m within the travel to work area
- Responsible for:
  - Transport
  - Economic Development
  - Employment and Skills
  - Strategic Planning and Housing
- Formed of:
  - Metro Mayor
  - Leaders of 6 local authorities
  - Chair of LEP
  - Portfolio Lead for Transport, Criminal Justice, Business & Brexit, Culture, Tourism & the Visitor Economy, Energy & Renewables, Public Service Reform & further Devolution, Education Employment & Skills, Housing & Spatial Planning, Policy & Resources, Strategy & Delivery Digital and Innovation.
  - And associate members
  - Warrington BC
  - West Lancashire BC







## **Transport Interventions - Rail**

- LCR Long Term Rail Strategy published in 2014.
- Strategy reviewed and endorsed by CA in November 2017 with a primary focus on the role and criticality of Liverpool Central Station
- Work by Network Rail and Merseytravel have successively identified the need for intervention at Liverpool Central due to demand growth and now new Rolling Stock capacity (60% increase). Station development work in hand.
- New Rolling Stock (52 units) being purchased directly by LCR. Programme of investment is £460m which includes infrastructure works: traction power and platform modifications.
   Trains will provide near level access at all stations.
- There has been significant change in the Environment that Rail exists formation of the Mayoral CA, Devolution, Regulatory changes, Constraints on CP6 funding and DfT changes for enhancements, Rail North and Transport for the North, incorporating Rail North.
- LCR pursuing direct link for HS2 via NPR Programme
- Aspiration for a new Line option between Liverpool-Manchester and new multi-modal hub in Liverpool. New line consideration in TfN STP but work still to do.





## Current Rail Investment - Newton-le-Willows Upgrade

- Project on site, outturn cost circa £20m
- Delivery expected to be fully complete October 2018
- Refurbished station made fully accessible with a new bus interchange and park & ride provision for over 400 cars.
- Compliments the improved capacity on Northern services and new services provided by TPE.









## Current Rail Investment - Maghull North new station

- Project on site, outturn cost circa £13m.
- New fully accessible station with 150 park & ride provision
- Station scheduled to be complete and in service on 18<sup>th</sup> June 2018
- Provides rail access to both the current housing and new housing development to be built around the station over the next decade









#### Current Rail Investment - Halton Curve new service

- Capital works completed end of May outturn cost circa £16m
- New service to be introduced via Wales and Borders new franchise in December 2018
- Allows new regular service between Liverpool and Chester initially with ambitions of future service ultimately extended into North Wales











## Rail Capital Priorities 2018/19

- Liverpool South Parkway Real Time Information Platform screens.
- St Helens Junction Park and Ride opened June 2018.
- Maghull North.
- Newton-le-Willows.
- Halton Curve.
- Station Validators.
- Spital Park & Ride development and delivery by March 2019
- Liverpool Central Development complete GRIP stage 1- 2 by end of year.

Overall Rail Capital expenditure in 2018/19 is circa £16m.





## **Liverpool Central Station**





Central Station front entrance







Rear of Central Station – Looking towards Bold Street





# **Background**

- Liverpool Central station is the second busiest station in the North West of England behind Manchester Piccadilly. It is the busiest underground station outside London
- With over 16m passengers using the station in 2016/17 (ORR data) it has a greater footfall than Liverpool Lime Street (15.6m).
- Approximately 50% of the all journeys made per year on the Merseyrail Electrics network begin or end at Liverpool Central.
- Successive studies by Network Rail and Merseytravel have identified that the increases in passenger demand will lead to significant capacity constraints, largely on the Northern Line platforms without management intervention and infrastructure improvements.
- Work undertaken in 2012 to enhance the station concourse capacity funded by Merseytravel





# **Background**

- More recently, Network Rail's Liverpool City Region Rail Study published in October 2017 and demand modelling work undertaken in Spring 2018 reinforce this view,
- The new rolling stock will progressively introduce new rolling stock from 2019 to full service by 2022 that will increase passenger carrying capacity by 60%
- Network Rail's latest demand modelling report summarises the position:
- "..the existing station infrastructure is likely to be degraded in the PM and weekend peaks potentially by 2023...but possibly sooner dependent upon the utilisation of the new rolling stock capacity"
- "in the longer term, the analysis suggests that additional infrastructure would be required to operate normally without specific management for PM and Weekend forecast growth scenarios to 2043"





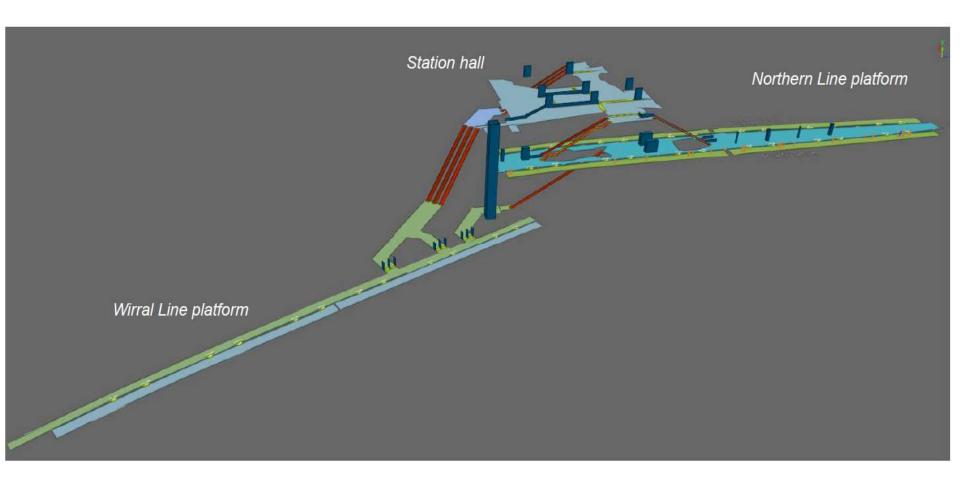
# **Background**

- The report goes on to state:
- "The additional infrastructure includes:
- Additional vertical circulation capacity to the Northern Line Platforms
- Widening to at least 12.0m of the Northern Line Island
- Approximately double the current number of ticket gates in the Concourse"
- The additional infrastructure requirements are not fundamentally changed by the different growth scenarios tested.





# **Station Layout**







### **Current situation**

- The New emerging concept development planned immediately above and adjacent to the existing station and platforms
- Merseytravel have commissioned NR to undertake Demand and Capacity Analysis and are embarking upon a GRIP1-2 (Feasibility Study) to review infrastructure options). An SOBC for expansion of the station will need to be developed.





### **Current situation**

- Development proposals are advanced with proposals to seek planning consents in summer 2018. Undertaking expansion of the station after the emerging retail development whilst not impossible will be very constrained, more costly and initially challenging to protect, with accuracy, areas of passive provision or interface ahead of option selection and design
- Network Rail maintenance depot area forms part of the development, but is subject to reconfiguration within the site as the scheme develops.
- Shopping Mall to the front of the station has recently been acquired
- Liverpool Central is now included within Liverpool City development area for the "Knowledge Quarter" of the city





# **Transport Interventions - Bus**

The 15 year Bus Strategy was approved by CA in 2016.

This year's capital programme is focussed on key projects to improve the punctuality and reliability of key corridors, accessibility & real time information improvements.

- Junction improvements in North Liverpool on A59; Spellow Lane/County Road, Rice Lane/Orrell Lane & Black Bull.
- Duke Street (Liverpool City Centre) bus friendly measures to accommodate planned increased number of bus services utilising that area.
- ITS Bus Priority Role Out on key South Liverpool corridors for the 82 & 86 services once a successful trial has been completed.
- Various accessibility schemes.
- Improved RTI in Queen Square & Liverpool One City Centre Bus Stations.
- Kingsway Tunnel M53 access road carriageway resurfacing .
- Total Bus Infrastructure investment is £5.7m.





### **Transport Interventions - Tunnels**

Currently developing a 30 year Tunnel Strategy comprising;

- Completion of a tunnels asset management plan (TAMP) to determine baseline condition of the assets.
- Traffic flows looking ahead using predictive 5 year intervals.
- Key route networks and their impacts.
- Detailed development action plan to ensure strategy delivery.
- Mersey Gateway Bridge.
- Financial impacts on tunnel conditions and operational requirements,
   future toll arrangements, (ANPR) use of the Combined Control Centre.
- Impacts of existing Bus and Rail strategies.
- Future design improvements to tunnels access and egress, particularly Liverpool & Wirral Waters circa £10 billion.
- Rising water tables, and the influence of climatic change.





# Mersey Tunnels Capital Programme 2018/19 circa £10.2m

#### Civils

- Kingsway Gorelink carriageway resurfacing
- Georges Dock Building concrete repairs
- Wallasey compound and vehicle wash
- Ventilation station interior refurbishment programme
- Kingsway retaining walls
- Taylor Street Ventilation Station roof repairs

#### **Electrical**

- Queensway Tunnel rewire outline design and rewire
- North John Street transformers
- North John Street HV switches

#### **Mechanical**

- Water mist system feasibility study Kingsway and Queensway
- Queensway ventilation fan overhaul programme.

#### Miscellaneous

- Kingsway cladding renewal outline design and renewal
- Vehicle replacement programme
- Kingsway asset protection (Liverpool Waters)
- Tunnel lane traffic management/lane control systems
- Toll collection system Kingsway & Queensway





# **Transport Interventions - Ferries**

- Mersey Ferries Long Term Strategy approved by CA in 2016 provides a longer term programme for investment in the Mersey Ferries operation to 2034/35.
- Puts the World famous Mersey Ferries on a more sustainable path to the future
- Ensures this economic, cultural and social asset can continue to play a central role in the Liverpool City Region success
- Ensures ferries are in a position to support the Liverpool and Wirral waterfront regeneration plans.
- Plans include:
  - Acquisition of new vessels
  - Investment in Piers and Terminals
  - Targeted marketing strategies
  - Better integration with other attractions





# Ferries Capital Programme 2018/19 Total cost £640k

- Renewal of existing vessels engine control systems.
- Vessels decking.
- Emergency generator replacement to both vessels.
- Renewal of generator engines to both vessels.
- Renewal of fixed fire system on both vessels.
- Seacombe bridge minimum repairs.
- Seacombe landing stage minimum maintenance.
- Delivery Implementation Plan for the 20 year period of £27.6m investment which is front loaded.





## Procurement.

- Multiparty Consultancy Services Framework (£250m) expires March 2019. Currently reviewing requirements.
- We do not currently have any Merseytravel specific construction frameworks in place. However through the Chest we have access to National Frameworks (i.e. SCAPE).
- Combined Authority and Merseytravel are currently reviewing requirements for Delivery.
- All Delivery projects will be procured through the Chest (North West Procurement portal).
- Bespoke procurements i.e. Network Rail, utilised for Rail schemes.
- Use District Partners framework, where beneficial, for highway public transport work.





Any Questions?



# Rail Network Enhancements Pipeline

Thom Evans

Department for Transport



### The Statement of Funds Available

Underpinning assumptions

Total expenditure around:

£47.9bn

Of which Government grant up to:

£34.7bn

While final allocations are for the ORR to confirm, we have assumed provision for:

Significantly increased renewals spending

**1**60%

Increased maintenance spending



Completion of committed enhancements that now span CP5/ CP6



**Funding for Freight and Accessibility** 



Increased development funding



#### Key challenges:









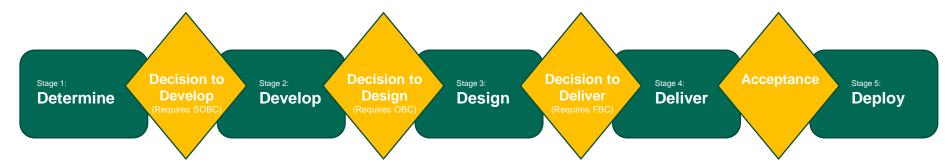
Planning for the future





# Rail Network Enhancements Pipeline A new approach to rail enhancements

- ➤ The Rail Network Enhancements Pipeline (RNEP) (published 20 March 2018) sets out a new pipeline approach to enhancements.
- ➤ This establishes a multi-stage framework of five stages, separated by decision points:



#### ➤The RNEP:

- > establishes a rolling programme of investment throughout the control period and beyond;
- > sets out the government's strategic priorities for rail enhancements;
- > sets out the principles that the department will use in making investment decisions.



### Rail Network Enhancements Pipeline Engaging with the pipeline

#### **Priorities for Enhancements**

Keeping people and goods moving smoothly and safely

- ➤ Delivering the benefits from committed programmes and projects already underway
- Offering more: new and better journeys and opportunities for the future
- ➤ Changing the way the rail sector works for the better

### **Principles for Investment**

A robust **business case** 

- ➤ A **focus on the outcomes** provided for railway users and the taxpayer
- ➤ The impact on the existing network of the enhancement
- ➤ Railway **demand**
- ➤ The **balance** of the portfolio
- ➤ Opportunities for **private investment**
- ➤ Increasing contestability



# Market-led proposals

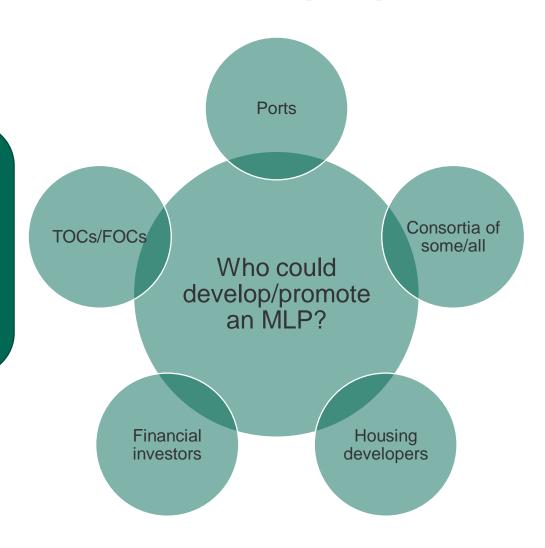
George Chilcott

Department for Transport



# What is a market-led proposal?

"A project promoted by the private sector that addresses an opportunity not necessarily identified or prioritised in a departmental programme or through the long-term planning process (LTPP)"





# Why are we interested in market-led proposals?

Relieve burden on taxpayers and farepayers

Open up development and delivery of rail infrastructure

Create real contestability in the market

Increase overall investment in the railway



# Types of market-led proposals

### Category 1

- Does not require public funding that is
- Has no contractual requirements that involve government action
- Involves no asset exclusivity requests

### Category 2

One or more of the following is true:

- Public funding is provided either directly or indirectly
- Contractual requirements involve government
- Asset exclusivity is required

Category 1 MLPs are not required to run a government procurement
Category 2 MLPs are competing with other unfunded government
projects for capital and therefore require a compelling business case to
demonstrate value for money and must enter a procurement at some stage

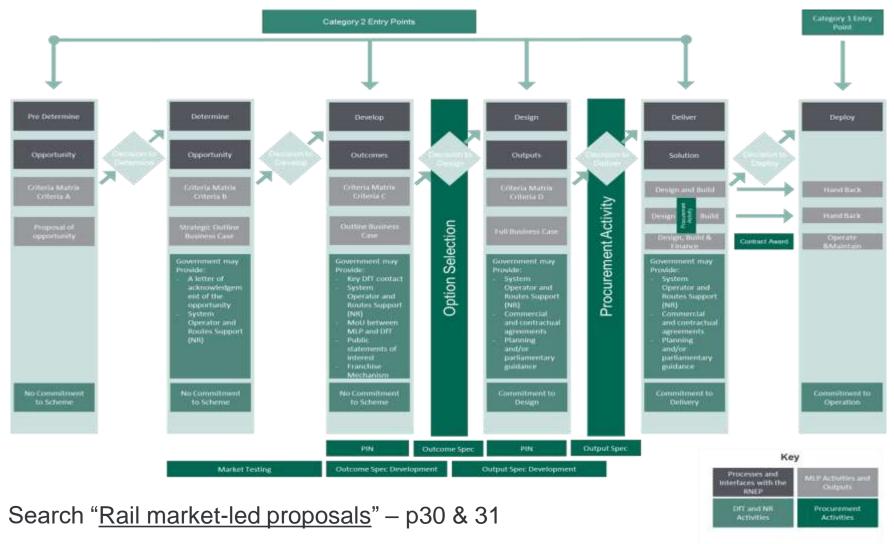


# I don't need government funding but...

MLP category	Funding source	Finance	Balance sheet	Asset usage exclusivity*	Example
Category 1	Total cost provided by alternative sources of funding	Privately financed	Off	None	iPort Doncaster
Category 2a	Total cost provided by alternative sources of funding	Privately financed	Off	Exclusivity provided	Channel Tunnel
Category 2b	Publicly funded (partially or wholly)	Privately financed	Off	Exclusivity provided	Nottingham Tram
Category 2c	Publicly funded (partially or wholly)	Privately or publicly financed	On	Exclusivity provided	Mersey Gateway

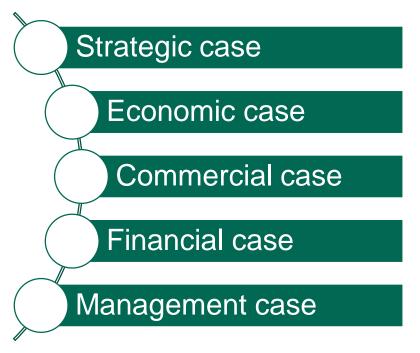


## MLP framework





# Demonstrating a compelling business case





LONDON:TSO

Guidance

Transport analysis guidance: WebTAG





Transforming Britain's Rail Network

Guy Lavis
Group Digital Railway

Working together for a better railway:

















### Britain is a recognised world leader in rail



- Britain invented the railway
- Pioneered:
  - Solid State Interlockings
  - Automatic train control
- Safest railway in Europe
- Regular international visitors
- Fastest growing mature network
- Institute of Railway Signal Engineers globally renowned

### Yet main line rail network slow to adopt new technology















### Once in a generation chance to prepare for a digital future

- The current infrastructure alone cannot deliver needed capacity and performance
- More than half of signalling needs to be replaced within 15 years.
- Doing nothing will be lock in analogue signalling for another 35 years.
- Replacement signalling will be Digital Railway fitted or enabled.
- More than 1000 new trains in build or on order and being fitted or enabled for Digital Railway

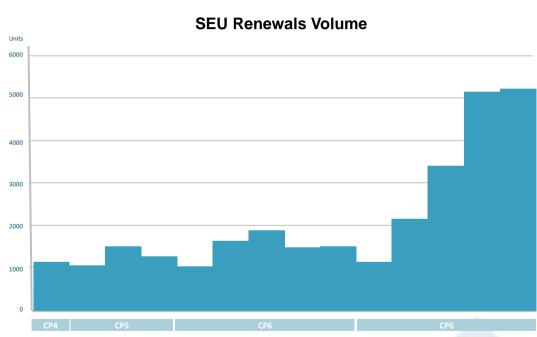




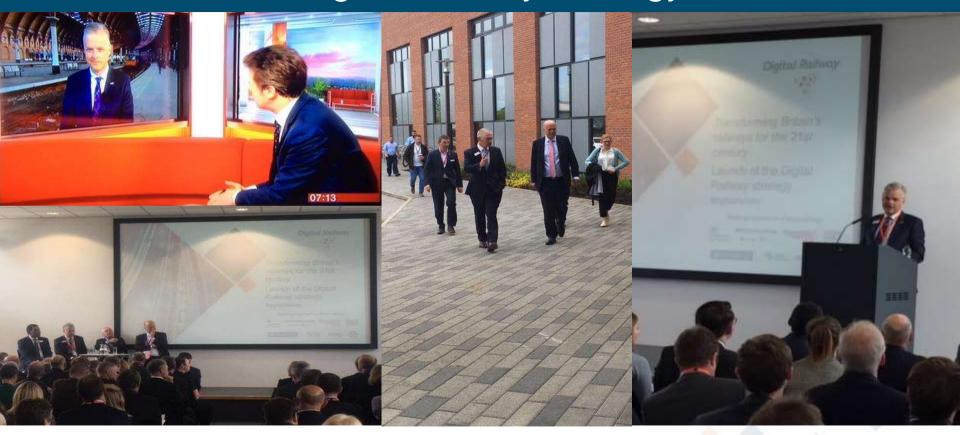


## Signal renewal volumes





## Launch of the Digital Railway strategy



### Early deployments

#### **Cambrian Line**

 Implementation of ETCS Level 2 (no line-side signals) along 215 kilometres of track

#### Thameslink, and Network Rail's elements of Crossrail

 Part of the early implementation of individual train control systems.

#### Romford and Cardiff Rail Operating Centres (ROCs)

 Deploying Traffic Management systems to drive early performance benefits and develop experience

#### **Great Western Route**

 Trial of a new Traffic Management product from London Paddington to Bristol Parkway.





### Digital Railway: Next Steps

Phase 1

Enabling

**NPIF** 

CP6

TM Anglia, Wales & Western

**Thameslink** 

Crossrail

**Freight fitment** 

**Passenger fitment** 

**Testing at RIDC** 

**Training** 

**TM South East** 

Transpennine/Castlefield

Moorgate

**East Coast** 

FiC

End of analogue signalling

Crewe/HS2 interface

**Feltham** 

**Southern End of East Coast** 

### Opportunities for CECA members

Digital Railway not just a technology programme

- Physical interventions to maximise impact of digital signalling
  - Lineside work
  - Re-modelling platforms & stations
- Work for non-signalling suppliers & civil engineers

### Doing business in a different way

### A new model for procurement:

- Early engagement with suppliers
- Partnership approach based on collaboration
- Outcome based
- Whole of asset life relationship

### Conclusion

- Thameslink starting to demonstrate DR benefits and showcase UK talent
- Strong support from Government & rail industry
- Strong CP6 (2019-2024) foundation (subject to funding)
- Delivering DR requires a different approach with supply chain
- Complementary physical interventions needed
- New procurement model needed based on outcomes and whole of life

### For more information

- Supply chain conference 2/3 July in Birmingham (free to attend)
- Visit www.networkrail.co.uk/our-railway-upgrade-plan/digital-railway
- E-mail <u>guy.lavis@networkrail.co.uk</u> or
  - <u>DigitalRailwayComms@networkrail.co.uk</u>

#### Digital Railway



