

Network Rail Southern Region Spring Supplier Event

BETTER TOGETHER

May 2026

Today's Agenda

OFFICIAL

Agenda Item
Regional update - Dave Hooper - Managing Director, Southern
Finance update - Cameron Burns - Strategic Commercial Director
SID / SRE Overview - Liz Baldwin - Southern integrated Delivery (SID) Director
Southern pipeline - Zeeshan Sadiq - Head of Sourcing
360 Q&A Panel lead by Jo Clarke - Programme Director, Regions Dave Hooper, Liz Baldwin, Zeeshan Sadiq, James Wood, Cameron Burns
BREAK
Listen & Learn from Ground Control Ltd - Safety
Listen & Learn from Lowery - Safety
Listen & Learn from Ganymede Solutions - Safety
Listen & Learn from Amey - Reliability & Efficiency
Listen & Learn from BAM - Local Engagement/ Social Value/ Inclusion
Listen & Learn from Suttle projects Local Engagement/ Social Value/ Inclusion
Listen & Learn from MSS Infrastructure Ltd - Local Engagement/ Social Value/ Inclusion
Lunch
TES 2000 Limited - SME Maintenance & Opps session
Network Rail High Speed update
SID & the SRE - What is it like working with us? Facilitator - Liz Baldwin - Southern integrated Delivery (SID) Director Panel with suppliers Declan McCarthy - Team Force Shane Coombes - Coombes UK
Q&A session - open to the audience Facilitator - Laura Attoe Head of Commercial Services , NR Highspeed
Summary & close Cameron Burns - Strategic Commercial Director

Regional Update

Dave Hooper

Regional Managing Director



SIX ESSENTIALS for working Better Together



Getting everyone home safe and well every day

Keeping people safe is a non-negotiable. It's a way of life.



Delivering great reliability & customer service

Performance and customer service excellence means customers trust and choose rail



Reduce subsidy & increase revenue

Create a more sustainable railway via demand & revenue growth and better efficiency



Creating a culture of belonging

Reflecting the communities we serve and where everyone feels they belong.



Develop our integrated business units

We'll continue our journey to GBR together with clear roles and accountabilities.



Holistic thinking to guide today into tomorrow

System Strategic Planning beyond the next timetable or funding period

Finance & Commercial Update

Cameron Burns

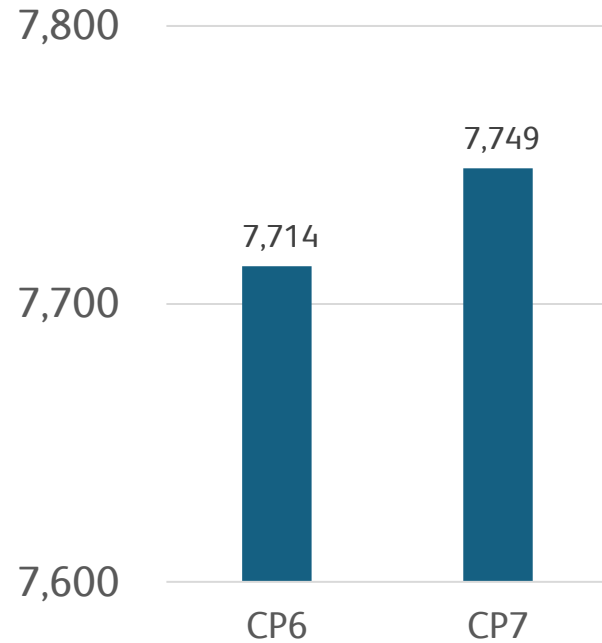
Strategic Commercial Director



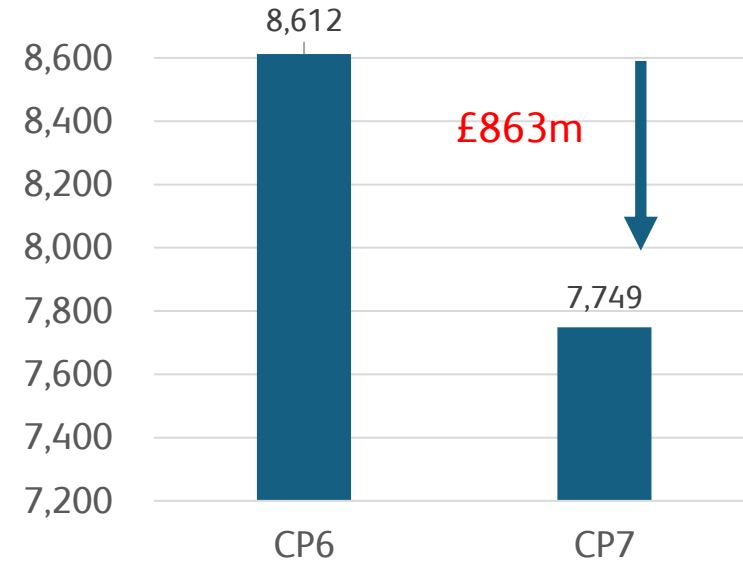


Southern Region Funding CP6 to CP7

Southern funding – Cash (£bn)

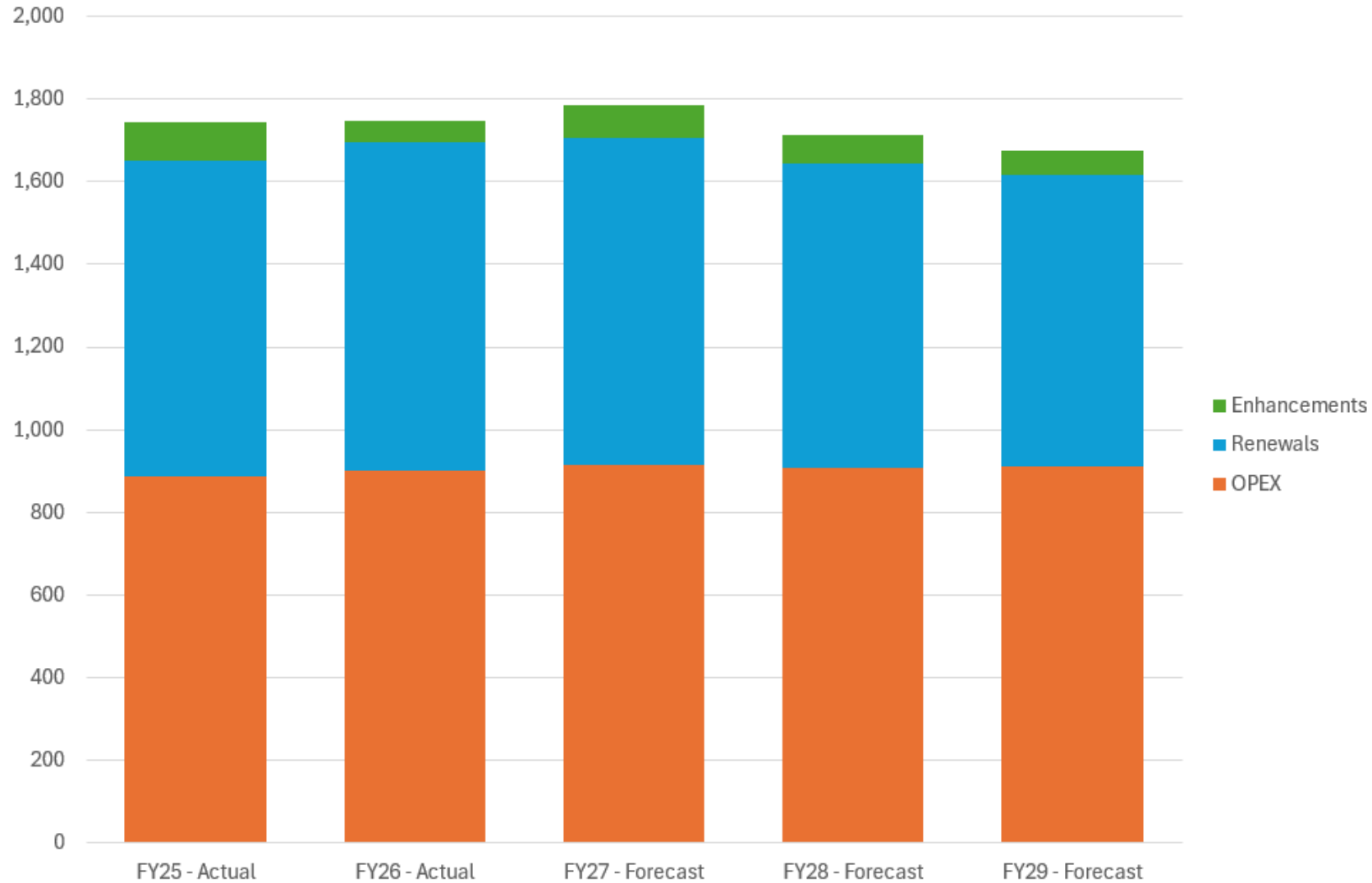


Southern funding – Current value (£bn)



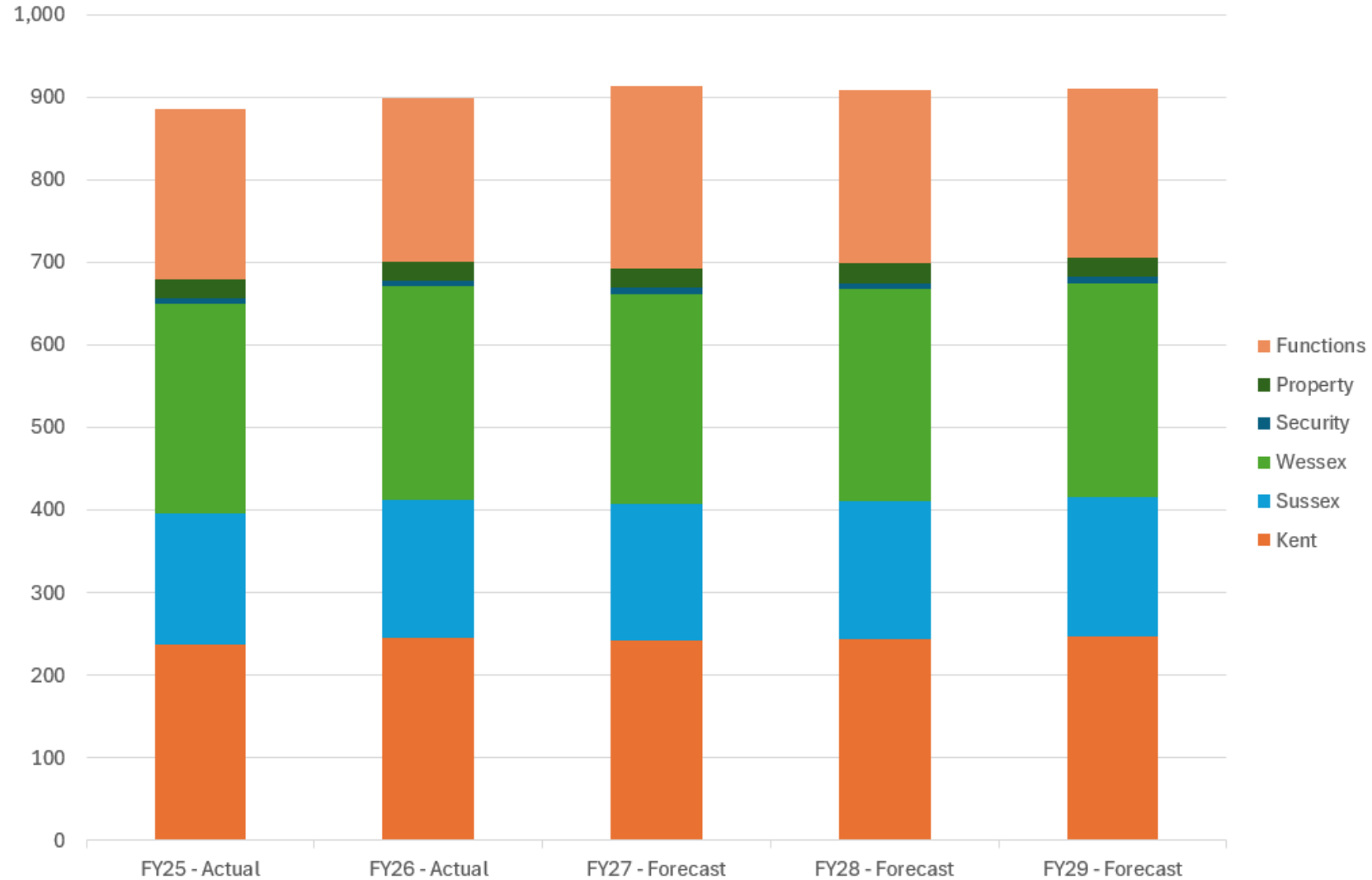


Control Period 7 Total NR Spend



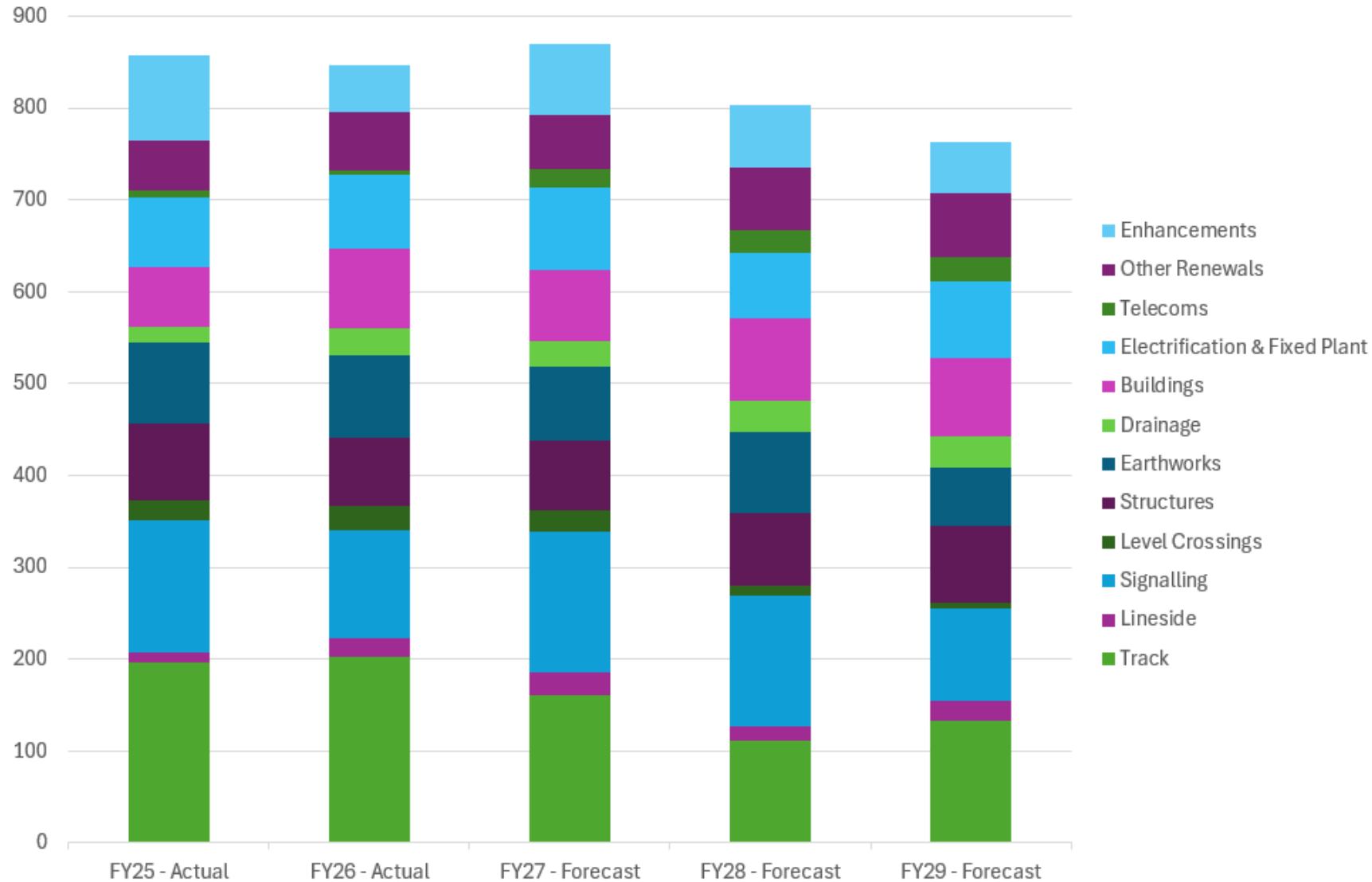


Control Period 7 OPEX Spend





Control Period 7 CAPEX Spend

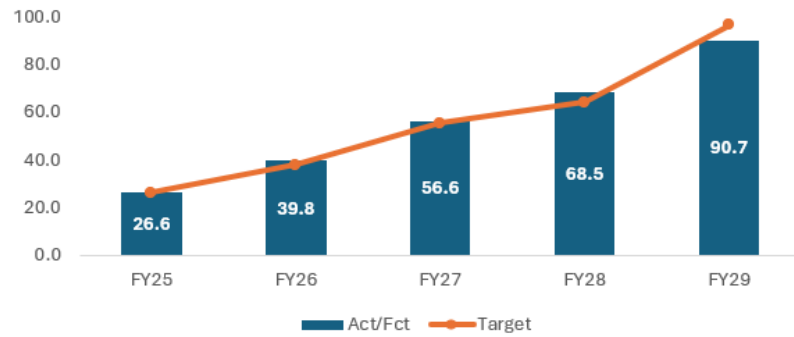




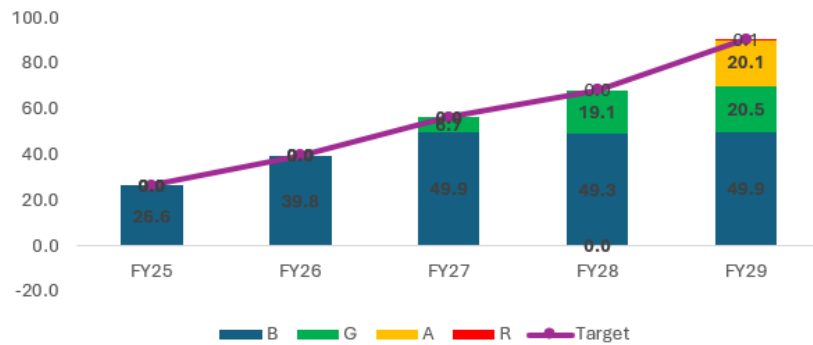
Efficiency Challenge

Opex

CP7 Annual Phasing as at P14-26 (£M)

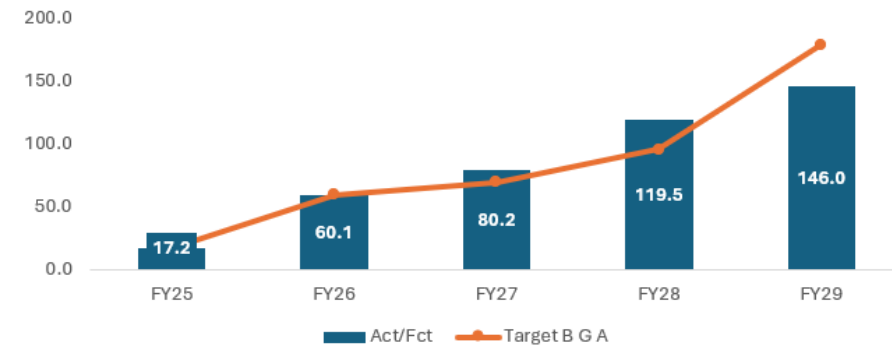


OPEX CP7 BRAG (£M)

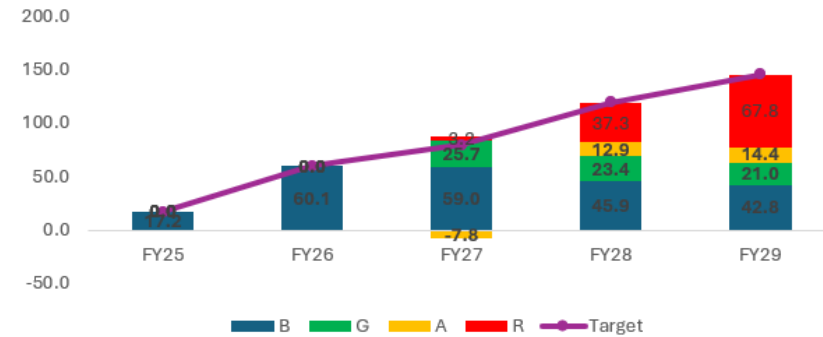


Capex

CP7 Annual Phasing as at P14-26 (£M)



CAPEX CP7 BRAG (£M)

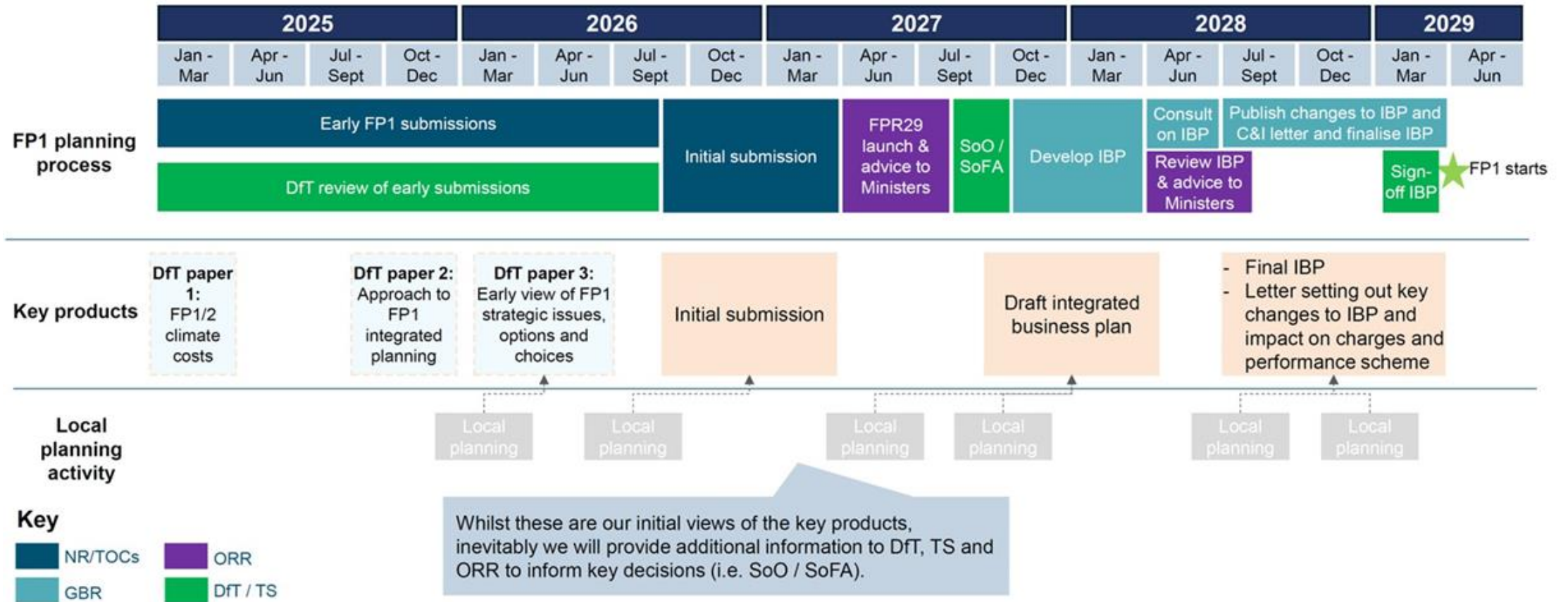




C&P Risks

- Pipeline Visibility
- SME Challenge
- Early Contractor Involvement
- Aging Workforce & Skills

FP1 Planning Timetable



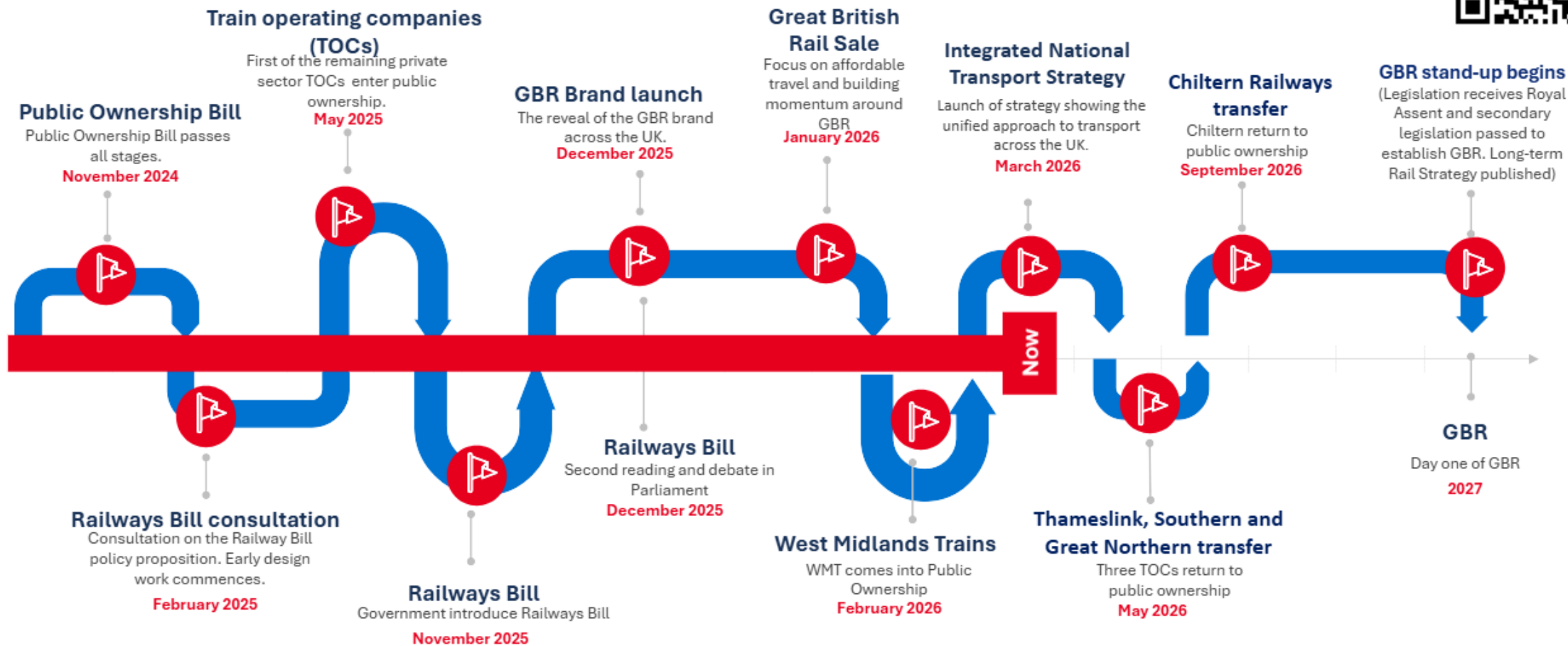


SME Activities

- Southern SME Direct Spend for FY25/26 – £192m or 20 %
- SRE SME Direct Spend over the last 18 months is circa £210m
- Framework Tenders broken down into Lots to encourage bidding
- Developing a Southern SME Strategy



Journey to Great British Railways



SRE Progress Update

Presenter: Liz Baldwin

Date: 19th May 2026





Our Outcomes

Happy customers and stakeholders

We satisfy the needs and work to exceed the expectations of our Routes, our train operating partners, our passengers and our lineside neighbours.

Being safe fit and healthy

We are industry-leading in the safety, health and wellbeing of our workforce, customers and stakeholders.

Being cleaner and greener

We create a cleaner, greener region by reducing our carbon footprint, using our resources efficiently, and protecting and enhancing biodiversity.

Leaving a positive legacy

We deliver immediate benefits for our people, passengers and local communities, and ensure we leave a positive legacy for the next generation.

Being affordable and profitable

We deliver an affordable and exemplary renewals portfolio that meets the ambitions of the Final Determination, and our supply partners business aims.

Being affordable and profitable

We deliver an affordable and exemplary renewals portfolio that meets the ambitions of the Final Determination, and our supply partners business aims.

Affordable & Profitable

- Control Period Cost to date - **£1.1b**
- Volumes to date – **1.88m**
- Efficiency to date (target 4.5%) – **6%** 😊
- % of total volumes – **18%** 😊
- Over **7,639** possessions (3,781 in Year 1 and 3,858 in Year 2)
- **14,492** worksites (7,061 in year 1 and 7,431 in Year 2)
- On target to deliver **all** volumes by end of CP7 (100% - well above 92.5% gateway) 😊
- On target for 1x profit 😊



- This outcome focuses on meeting and exceeding the expectations of customers, train operators, and local communities. It includes KPIs on delay minutes, quality of work, and handling lineside neighbour complaints.



- Great performance over the quality of our work – number of NCRs
- Fantastic customer engagement
- Areas for improvement – Delay minutes and ITPs

	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	YTD
Happy Customer (Overall)	0.93	0.91	0.95	1.12	0.96	1.10	1.10	0.98	1.00	1.12	1.00	0.98	1.13	0.98
Delay Minutes	80.99	41.01	102.43	13.86	53.70	15.60	20.86	129.39	94.51	21.51	40.12	62.41	15.51	51.32
Quality of Work (ITPs)	73.8%	89.7%	76.0%	74.1%	71.3%	62.5%	88.1%	93.2%	96.7%	94.2%	84.6%	95.3%	95.5%	83.7%
Quality of Work (NCRs)	4.8%	3.9%	2.0%	1.5%	2.6%	2.5%	1.7%	1.4%	1.7%	1.3%	1.7%	1.3%	2.8%	2.0%
Lineside neighbour complaints 1	7.8	19.4	15.5	14.2	12.2	16.1	21.3	4.8	3.0	13.6	9.6	5.1	2.4	10.0
Lineside neighbour complaints 2	29	11	15	8	27	10	2	5	30	5	6	6	6	160

Less than minimum Less than expected Greater than expected



- Aims to ensure industry-leading safety, health, and wellbeing for all involved. This includes managing safety through measures like the Fatalities Weighted Index and ensuring health and safety files are completed on time.



- FWI – 0.087 with 8 x RIDDORs
- H&S Files – at 19 weeks – better than Year 1 but still not good enough
- Wellbeing Year 2 performance exceeded the expected target and will continue to be a focus for the SRE.

	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	YTD
Safe, Fit & Healthy (Overall)	1.03	1.03	1.03	1.03	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.82	0.89	0.82
Fatality Weighted Index	0.032	0.031	0.057	0.055	0.074	0.074	0.073	0.071	0.065	0.062	0.082	0.076	0.088	0.087
H&S files	26	23	24	22	21	24	22	20	20	20	21	19	20	19
Wellbeing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	73.95%	73.95%



- Emphasises environmental sustainability with goals for reducing carbon emissions, increasing biodiversity, and managing waste efficiently.

- Fantastic performance on Carbon Reduction – 15%
- Strong performance on zero waste
- Baselineing biodiversity for renewals complete so we can monitor Year 2 onwards – biodiversity loss (circa 30%)

	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	YTD
Cleaner & Greener (overall)	1.08	1.04	0.94	1.04	1.04	1.07	0.94	1.05	0.99	1.09	1.05	1.18	1.17	1.13
Carbon Reduction	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	15.9%	14.3%	14.3%
Biodiversity Net Gain	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Zero waste	99.23%	98.47%	96.34%	98.32%	98.31%	98.92%	96.42%	98.64%	97.47%	99.34%	98.67%	99.53%	99.43%	98.61%



- Seeks to leave a lasting positive impact on communities through social value initiatives, employee engagement, and promoting diversity and inclusion. This includes targets for social value measurement, improving employee engagement scores, and enhancing recruitment and retention of underrepresented groups.



- Exceptional performance
- Social value, diversity and inclusion - exceptional
- Engagement and Participation scores are above expected targets

	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	YTD
Positive Legacy (Overall)	1.20	1.20	1.20	1.20	1.20	1.12	1.20	1.20	1.20	1.15	1.20	1.20	1.18	1.18
Social Value (Y2)	83.55%	74.41%	79.80%	65.09%	71.13%	77.56%	56.65%	62.54%	65.44%	56.57%	68.51%	73.59%	52.34%	66.96%
Diversity & Inclusion (female rep)	22.20%	21.40%	21.00%	21.50%	21.50%	21.40%	21.30%	23.40%	25.40%	25.40%	25.60%	25.40%	25.40%	25.40%
Diversity & Inclusion (ethnic min. rep)	24.07%	24.70%	24.50%	24.47%	25.10%	24.90%	25.00%	26.50%	25.50%	25.60%	25.20%	23.50%	23.50%	23.50%
Employee Engagement (Eng. Score)	N/A	N/A	N/A	N/A	N/A	60.60%	N/A	N/A	N/A	64.80%	N/A	N/A	65.40%	65.40%
Employee Engagement (survey participation)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	53.50%	N/A	N/A	60.20%	60.20%



Thank you and some asks

- Thank you for your support over the last 2 years and we are seeing the benefits of getting closer to our strategic suppliers
- Thanks you to all of you who have reached out when needed to get help or support or flag an issue
- Thank you for the great collaboration on Social Value
- Thank you for the SCCL engagement
- Let's work together to send our people home safe and well – the majority of people we hurt work for you
- Keep talking to us – **we can only be better together**

Southern Procurement

Zeeshan Sadiq
Head of Sourcing



BETTER TOGETHER
Southern Railway System



What I'll talk about today

- Pipeline Opportunities
- Progress of live procurements
- How to stay informed



Pipeline Criteria

Individual
projects or
frameworks
>£250k

Procurement
due to
commence in
the next 18
months

Delivered by
Network Rail



Upcoming procurements

Procurement Event	Status	Expected Publication	Expected Award Date
Civils Examinations Framework	Assurance of tender documentation and Government approval of strategy	June 2026	Summer 2027
Track Maintenance Framework	Finalising tender documentation	July 2026	Spring 2027
Welding Framework	Reviewing requirement and scope	September 2026	Summer 2027
E&P Framework	Reviewing requirement and scope	Summer 2026	Spring 2027
Waste Management	None	Spring 2027	Spring 2028
Frontline Labour Framework	Reviewing requirement and scope	TBC	Spring 2028
Enhancements	Funding applications ongoing		



Upcoming procurements (National)

Procurement Event	Status	Expected Publication	Expected Award Date
Design Services Framework	Reviewing requirement and scope	TBC	Winter 2027
Track Focussed Railway Systems	Reviewing requirement and scope	TBC	Winter 2028
OTP Hire	Reviewing requirement and scope	Summer 2026	Summer 2027

Where to find the Pipeline?

Procurement - Network Rail

Search Engine – ‘Network Rail Pipeline’



Who we are ▾ Running the railway ▾ Careers ▾ Communities ▾ Industry & commercial ▾ Media ▾

Frameworks

We are committed to improving the visibility of our pipeline information for our suppliers and those wishing to work with us. Here we share our national frameworks spend, with upcoming anticipated spend forecasts (where available). Please note, forecasts are indicative and subject to change. In addition, they do not capture reactive works. Some of the spend on these frameworks are subject to mini competition.

[Framework register](#) (94 KB, xlsx)

We will update this document quarterly, along with our national procurement pipeline and national contracts database, both of which can be accessed below. We will continue to improve this document with each iteration. If you wish to share your thoughts, please send them to: suppliercommunications@networkrail.co.uk.

Procurement pipeline

We're committed to making our procurement pipeline visible. We recognise that sharing our future procurement requirements with our suppliers helps them to plan their business and resource appropriately to support our requirements.

[Download procurement pipeline](#) (1.6 MB, xlsx)

National contracts

Our contract register contains details of all our national contracts and frameworks as well as who to speak to if you need more information about a particular contract.

[Download the contract register](#) (263 KB, xlsx)





Progress updates

Procurement Event	Status	Expected Award Date
Signalling Minor Works & Reactive Framework (WD SID Partner)	Finalising evaluation of Commercial Submissions	June/July 2026
Traffic Management & Road Closures	PQQ evaluation undergoing assurance. ITT to be published in the coming weeks	August 2026
Drainage Clearance, Surveys & Services	ITT closed on 10/11/2025, submissions currently undergoing evaluation	April 2026
Civils Assessments Framework	PQQ Evaluation underway	December 2026
Track Refurbishment & Level Crossing Framework	PQQ Evaluation underway	December 2026
Access and Safety Framework	PQQ Evaluations being finalised	October 2026



Keeping informed?

- You have a place on a framework
 - Framework manager
 - Commercial Team
- Looking for new opportunities with Network Rail
 - Keep an eye out for our published pipeline
 - Industry bodies
 - Contact details on the Pipeline
- Looking for opportunities on the Railway
 - Framework Register
 - Pipeline – ‘Call off under frameworks’

Network Rail High Speed

Kevin John

Finance Director, Network Rail High Speed

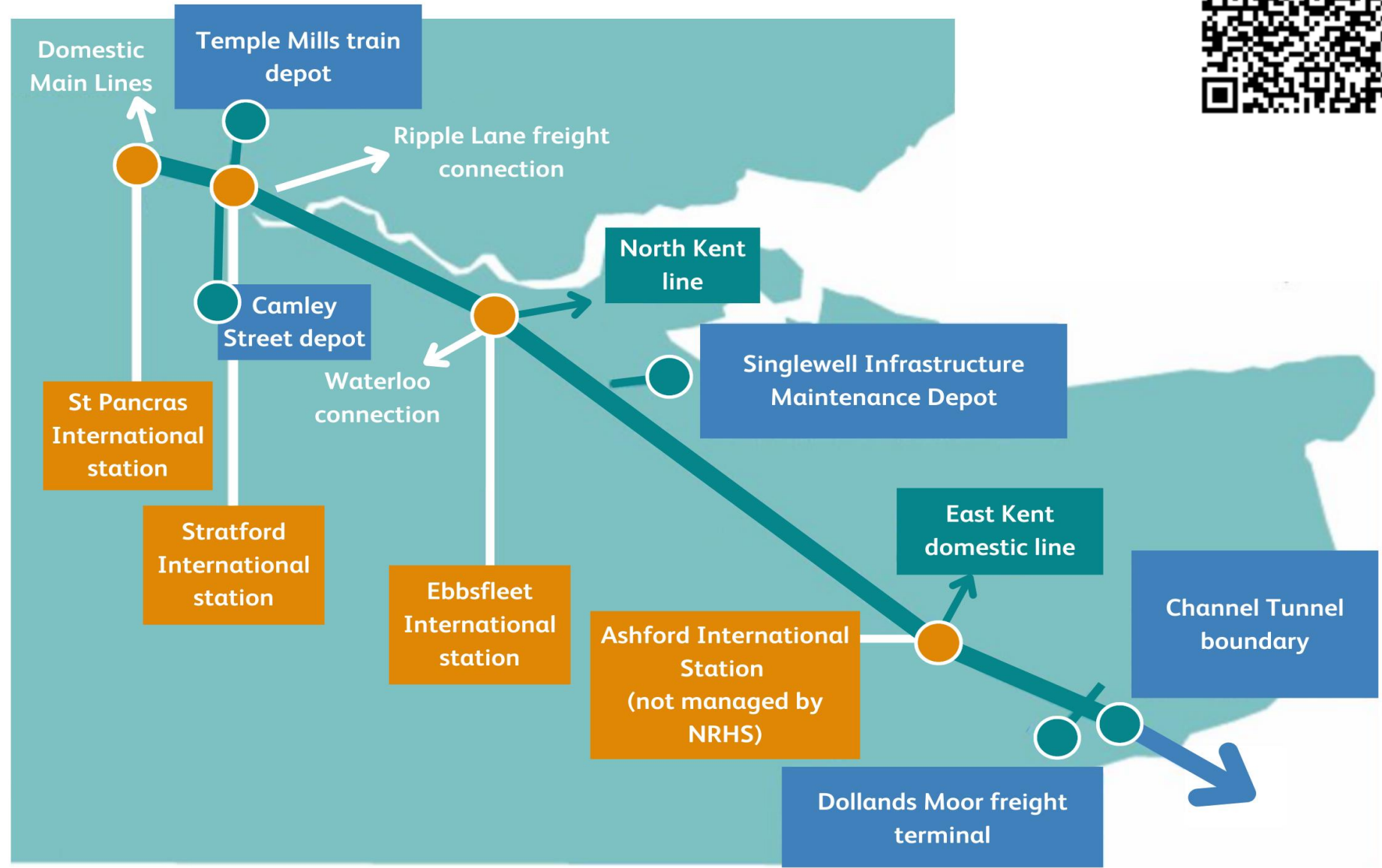




Network Rail High Speed Update

Kevin John
Finance Director
Network Rail High Speed

What is the HS1 network?



Who is who on the HS1 network?



LONDON ST.PANCRAS
HIGHSPEED

**Concession
Owner**

NetworkRail
High Speed Ltd.

**Operator &
Maintainer &
Renewer**

 **eurostar**

southeastern

EMR
EAST MIDLANDS RAILWAY

GTR

**Train
Operating
Companies**

What is the current level of performance?



	2023/24	2024/25	2025/26
Train Delay Minutes	12,106	3,787	8,955
Delay Free Days	237	197	250
Delay Seconds per Train	11.84	3.42	7.86
Infrastructure Service Affecting Faults	24	19	19
Renewals Volumes	196.2	200.7	249.8



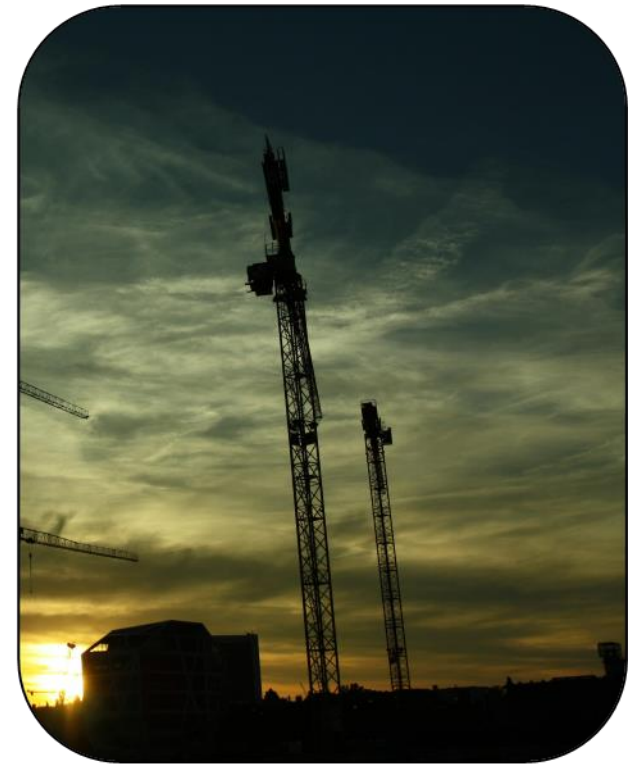
What are the current opportunities?



**New
International
Operators**



**Research &
Development**



**40 year
Work bank**

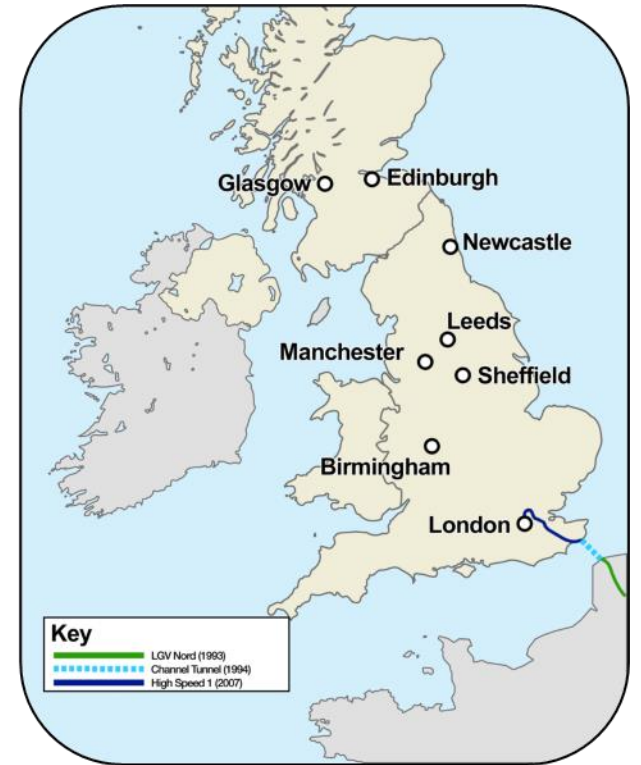
What are the current challenges?



**O&M
& Stations
Efficiency**



**Renewals
Volumes**



**Our
Size &
Uniqueness**



What is the current procurement pipeline?

Active Procurement

Security Services for NR (HS)

UPS Route & Stations

Ventilation Control Systems
(VCS) Renewals

OLE Motorised Sectional
Switch Replacement

O&M Procurement 26/27

Lifts, Escalators and
Travelators Maintenance

Cleaning and Waste Services

Provision of Banksman at
Stations

Landscaping & Trackbed
Cleaning

Water Services

High Output Tamping

Minor Works Stations

Renewals Procurement 26/27

Lifts, Escalators and
Travelators Renewals

St Pancras Roof

Lineside MOD boxes

Radio Packages (GSM-R)

High Speed Road Rail Access
Points (RRAPS)

Vehicle Health Monitoring
Equipment (VHME)

Haulage Locomotive

Note: This is a snapshot of NRHS Pipeline – Full details can be found on the NRIL Website under the procurement section - Southern Region

What are long-term key priorities?



Project / Programme	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32
VTE New Operator Project (Outcome 1)	Form P (mFTAA)	Train Design, Manufacturing & Factory Testing		Network Testing		Fault-Free Running
		Mobilisation Programme Phase 2	Infras. & Perf. Assessment		1 st passenger service	
3 rd International Operator Project	Pre-Mobilisation		Network Testing		Fault-Free Running	
			1 st passenger service			
Eurostar New Fleet Programme	Train Design		1 st Train Manufacturing & Factory Testing		Network Testing	
					1 st passenger service	
St Pancras Enhancement Project (StEP)	Design	Delivery		Station capacity increase delivered		
	Enabling works					
Eurotunnel ERTMS	Early engagement	Activity TBC				
		AS / CRA				
HS1 ERTMS	Development	Design			Delivery	
Periodic Review (PR29)	Lessons Learnt & Readiness		Business Plan production		Final determination	
	5 Year Asset Management Strategy (5YAMS)					

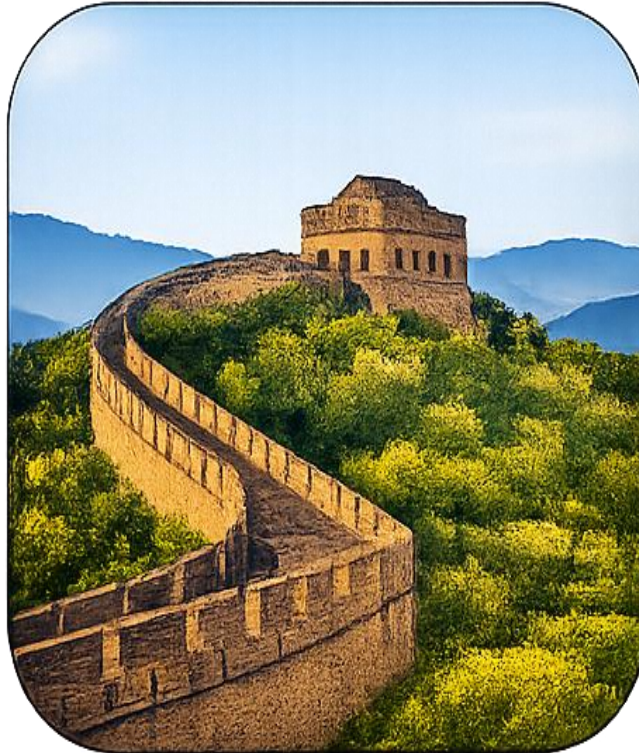
 Activity

  Key Milestone and Outcome

What is the impact of GBR?



**Outside
of
Integration**



**Operationally
Separate &
Independent**



**Economies
of Scale**



Working with NR(HS)

Key Contacts

- Laura Attoe – Head of Commercial Services
- Sarah Turner – Senior Procurement Manager
- Email Enquiries – NrhsProcurement@networkrail.co.uk

Working with London St Pancras High Speed

London St Pancras High Speed procurement opportunities are advertised via the EU Supply Procurement Portal <https://uk.eu-supply.com>.

All suppliers need to be registered on the EU Supply Procurement Portal which includes selecting their areas of business, then if the tender matches the areas selected then the supplier will be notified by business

