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Dear Paul,

### **ORR concern on Network Rail's management of Enhancements Projects**

At our meeting last week we discussed the issues of concern raised in my letter dated of 11/11/14.

You and Francis explained the actions Network Rail is taking to improve its management of enhancements and provided some confidence that the issues we have raised are recognised by the executive team and steps are being taken to address them.

We agreed that the follow up actions were twofold:

- a more detailed briefing on the organisational changes you referred to; and how they aim to solve the problems we discussed; and secondly
- an improvement plan that describes the actions necessary and tracks progress to ensure the intended benefits are delivered

We agreed that the first action should happen in November or December and following the Holding to Account meeting last week should include a wider senior ORR audience.

For the second item, you explained that the actions were only agreed the previous day at executive level, and the improvement plan was not yet finalised, but would be better developed after Christmas.

We would expect the improvement plan to be sufficiently finalised in January to share with ORR, and for it to address the areas of poor performance we have raised



through the regulatory escalator and those areas you have identified internally. The plan should identify the workstreams and specific actions - some of which are currently in progress - and show clear accountability for deliverables to specific timescales.

The plan needs to be clear on what the intended benefits are, and how progress will be tracked. We expect the plan to be owned by an appropriate executive and to be sufficiently resourced so that progress is assured.

I suggest we meet on this specific issue in early January to understand where you are on the above, and I will get something in your diaries in due course.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'A. Price', is written over a horizontal blue line.

Alan Price